

**LEADERSHIP COMPETENCIES AT  
MTBE (M) SDN BHD :  
A CASE STUDY**

BY

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Project Paper Submitted in Partial Fulfillment of the Requirement for the Degree of  
Master of Business Administration

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APPENDIX IV – DECLARATION PAGE

**DECLARATION**

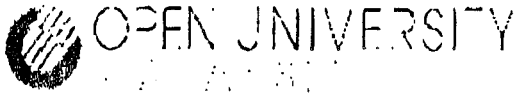
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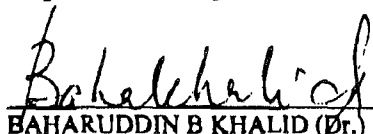
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## ABSTRACT

The research objectives was to determine what is the level of leadership competencies of the E1 and E2 executives and the significance of the leadership competencies model being employed by the organizations. The methodology used was through references to previous studies and theories with regards to leadership competencies required in an organization and via analysis on the data collected from the organization in accordance to the theoretical framework employed. The four (4) leadership dimensions studied was Behaves as Owner, Outperforms, Inspires Followers and Develops People. Through the analysis, it was found out that the majority of the executives in the organizations felt that they possessed a high level of leadership competencies. However, the results of the leadership competencies model and the dimensions studied only showed 65% significance level. In conclusion, the significance is not profound between the leadership dimensions and leadership competencies. The organization may need to rethink and re-strategize if necessary, which Leadership Dimension that they would want their executives to be proficient in and also maybe to limit the number of dimensions that their executives needs to be competent in.

## ABSTRAK

Tujuan kajian ini dilakukan adalah untuk menentukan apakah tahap kompetensi kepimpinan bagi eksekutif E1 dan E2 dan tahap 'significant' akan model kompetensi kepimpinan yang digunakan oleh organisasi yang dikaji. Metod yang digunakan untuk menjalankan kajian ini adalah melalui rujukan mengenai kajian-kajian dan teori terdahulu mengenai kompetensi kepimpinan yang perlu ada bagi sesebuah organisasi. Ini ditambah pula dengan analisis yang dilakukan terhadap data-data yang telah dikumpulkan yang menumpukan kepada rangka teori yang digunakan oleh organisasi ini.. Ada empat (4) dimensi kepimpinan yang dikaji iaitu, Bersikap sebagai Tuan Punya, Pencapaian yang Cemerlang, Menginspirasi Pengikut dan Membina Modal Insan. Hasil dari kajian telah menunjukkan bahawa sebahagian besar dari para eksekutif syarikat merasakan bahawa mereka mempunyai tahap kepimpinan yang tinggi. Akan tetapi, hasil dari analisis yang dilakukan di antara model kepimpinan dan ke-empat-empat dimensi kepimpinan hanya menunjukkan tahap 'significant' sebanyak 65% sahaja. Secara keseluruhan, kita dapat merumuskan bahawa tahap 'significant' di antara dimensi-dimensi kepimpinan dan kompetensi kepimpinan adalah tidak menyelerah. Organisasi ini mungkin perlu untuk memikirkan dan menstrategikan semula jika perlu, dimensi kepimpinan yang diperlukan oleh para eksekutifnya dan mungkin juga untuk mengurangkan jumlah dimensi kepimpinan yang diperlukan oleh setiap eksekutifnya.

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# **1.0 INTRODUCTION**

## **1.1 Background of the Study**

In the current era of globalization and increasing competition amongst multinational companies in the world today, it is increasingly crucial that the organizations are capable to sustain and still have a competitive edge against others. In achieving this, leadership competency is one of the crucial aspects to ensure success.

Firms are forced to reexamine their cultures, structures and systems in terms of their flexibility and adaptability due to factors like globalization, technology and information movement. This has pushed the requirement of having strategic leadership in order to manage the push factors such as above to be high in a firm's agenda. The leaders would need to be competent in a number of areas namely in providing vision, exploiting and maintaining core competencies, developing human capital, sustaining effective organizational culture, emphasizing ethical practices and establishing balanced organizational controls. (Kuratko and Welsch, 2004)

Jim Collins and Jerry Porras (cited from Tan, 2007), built a strong case with 18 companies that have been industrial leaders for at least 50 years, where the key finding for the success for these visionary companies is their strong focus on succession planning and leadership development. They ensure leadership quality through their diligent efforts in developing and selecting homegrown leadership talent more than those from outside.

Holiday Inn Worldwide has successfully implemented competency-based human resource strategies which directly link compensation and individual performance to business objectives. The core competencies identified were customer service orientation, flexibility, commitment to organizational values, achievement orientation, initiative and pro-activity, organizational influence, creative problem solving, enablement and developing others (Ashton, 1996).

A number of big names Corporation including Sun Microsystems, Cisco Systems, Oracle, 3Com, Raytheon and MRV Communications lost some of their key executives in the September 11, 2001 event. These companies suddenly found themselves faced with many competency gaps in their management structure and succession planning is now becoming a critical issue again. Organizations need to be prepared for unplanned events such as sudden departure of their key executives, immediate resignation, voluntary or forced, death, illness or changes in the environment (Tan, 2007).

The competition for the future for large corporations will not be product versus product or business versus business but company versus company. Therefore a future oriented attitude requires competition to build core competencies before the fight in end product market share. Winning or loosing the battle for competencies can have a profound impact on a company's for growth and differentiation (Hamel and Prahalad, 1997).



The key points from the examples given above was that in order for organizations to be successful and to be able to sustain their performance, leaders must be developed and one of the key enablers in developing these leaders is their competencies and to be prepared for unplanned events where they have little or no control at all.

## **1.2 Problem Statement**

MTBE (M) Sdn Bhd is a full subsidiary of PETRONAS located in Gebeng Industrial Estate in Kuantan, Pahang. It is a petrochemical plant producing Methyl Tertiary Butyl Ether (MTBE) an octane booster replacing lead in the petrol that PETRONAS is selling today through its petrol stations in Malaysia. The plant has the capacity of producing 300,000 Metric Tons per annum and has a total workforce of about 600 people. Personnel in executive positions represent around one third or two hundred of the total population while the rest are from management levels and non-executives.

As a full subsidiary of PETRONAS, MTBE (M) Sdn Bhd is also an integrated part of PETRONAS business strategy and PETRONAS aims to be one of the top global players in the oil and gas business by 2010. PETRONAS has coined the term 'Corporate Agenda' to reflect its journey and destination. PETRONAS has embarked on its Corporate Agenda journey since 2002 and one of the pervasive topics is leadership development i.e. to develop able leaders within the Corporation. As such, MTBE (M) Sdn Bhd has also the task to develop able leaders within the company to support the Corporate Agenda. The reason why developing more able leaders is very important as part of the organization's strategy is that the organization as a whole needs more leaders as it continually expand in other parts of the world in terms of exploration, acquisitions and developing new businesses. These leaders are needed in

order for the organization to expand further and meet its corporate objective i.e. the 'Corporate Agenda'.

The current statistics in PETRONAS shows that 75 percent of PETRONAS executives are made up of grades E1 and E2. In addition, more than 50 percent of PETRONAS employees are aged between 25-35 years old and they represented the majority number of staff who has resigned from the company in the last five years (SENADA, 2007). These people will be the future leaders of PETRONAS in years to come and therefore, they need to be developed in a systematic way in order to maximize their full potential. This is where the leadership competency comes in to develop them according to requirements of the organization for the future sustainability and having a competitive edge against others in the business world.

In PETRONAS, management level position grade starts from E3 up until the highest i.e. E7. E1 position grade is the grade for the first level of entry as an executive in PETRONAS. For E2, the position can be considered as being a senior executive, middle management position grade starts from E3 i.e. they become managers in the organization. E4 and E5 are defined as the grades for Senior Managers, meanwhile for E6 and E7 they are for the positions of General Managers, Senior General Managers and Chief Executive Officers. For E3 and E4, the leadership dimensions remain the same but the competency required from them differed from those at E1 and E2 level, for example under Inspire Followers for E3 and E4, the competencies required are Shaping Strategy and Inspiring Trust & Demonstrating Integrity and for E5 and above which is Senior Management and above, the competencies required for this dimension are Vision building and Demonstrating Integrity. One interesting competency for the

Management and Senior Management under the Behaves as Owner Dimension is the competency of Organization Entrepreneurship which is a huge area by itself.

The framework shows that as an executive moves up the career ladder, a different set of leadership competencies are required from them which indicates that the organization recognized that a leader will need a different set of competency at each level. This is in alignment with changes in roles and responsibilities and also in alignment with the requirements of leaders in the dynamic business environment.

In order to support the Corporate Agenda, MTBE (M) Sdn Bhd needs to develop able leaders within the company and at the same time retain the staff within the corporation. This issue is crucial because of the current development in world oil and gas business where the supply of manpower is not enough to serve the industry, especially with the expansion of Middle East oil and gas sector into Liquefied Nitrogen Gas (LNG) and petrochemical business. MTBE (M) Sdn Bhd needs to play its part in developing leaders and at the same time trying to retain them in the company.

Currently the management has its own method of tracking the overall level of leadership competency in the company. They are currently tracking the leadership progress through the Skill Group Trainings that they have attended and the soft skills trainings like high impact presentation, communication, problem solving and decision making and also the Leadership Behavior Feedback System where the leadership behavior is being determined by the superior of those executives during their performance review and using a rating system of 1, 2, 3 and 4. Rating 1 denotes

Distinctive, which is defined as Consistently demonstrates the behaviors, Rating 2 denotes Effective, which is defined as Regularly and effectively demonstrates the behaviors, Rating 3 denotes Developing, defined as Sometimes demonstrates the behaviors and Rating 4 denotes Needs Development, defined as Does Not/Rarely demonstrates the behaviors.

The current problem faced by the management is whether the E1 and E2 executives in the organizations met the expectations of the company and whether the leadership competencies matrix used to gauge the leadership competency level is appropriate.

### **1.3 Research Objectives**

The main objective of this paper is to explore the level of leadership competencies in MTBE (M) Sdn Bhd with the focus on E1 and E2 executives. This is because MTBE (M) Sdn Bhd has already developed its own leadership competency model for its E1 and E2 executives and it is of interest to analyze what is the current leadership competency level of those executives in the company. The study is not aimed to provide the solutions/answers to why the level of leadership competency of those executives is at a certain level, rather it should be a beginning for the management to be able to focus on certain areas that needs development more than the rest.

## **2.0 LITERATURE REVIEW**

### **2.1 Existing Studies on Leadership Competencies**

Martin (2007) has identified four trends that cause changes in leadership which are globalization, rise of complex challenges, a world of interruption and leadership for longevity. Globalization through the advance of technology, making today's business world is more interconnected with greater access across the globe. Rising of complex challenges including shifting of competition bases, increased shareholder expectations, drive for innovation, boundary spanning and the need for organizational reinvention. A world of interruption, with the globalization and greater complexity causes attention deficit because of the expectation, where we are expected to be in six different places at once without ever leaving our office. Leadership for longevity is another trend because of increases in stress, high expectations and energy consumption. The future leaders are expected to have new set of skills like collaboration, teamwork and innovation because leaders today face challenges beyond their individual capabilities.

The emerging business landscape in the twenty-first century is significantly different from the past era, where the world is increasingly interdependent through globalization, escalation of technology, highly skilled, knowledgeable workers are the norm and the customers expectations have transformed to anticipating their wants and needs; rather than simply meeting them. Every aspect of the organization from people to systems to culture and customers is being affected by the changes. Leaders, managers and employees are often challenged by this rate of change. (Guillory, 2007).

(Guillory, 2007 Part 2) proposed the FuturePerfect Model for leaders in the twenty-first century which is classified into six dimensions, Teamwork, Information Sharing, Cooperation, Multidimensional employees, Self-Directed Performance and Customer Integration.

1. Teamwork dimension: emphasized that the success being for team and organizational being more important than individual success.
2. Information sharing dimension: no individual ownership of knowledge, ideas and resources e.g. assets either tangible or intangible are comprehensively shared throughout the organization.
3. Cooperation: Comprehensive integration of collaboration dominates the organization operation.
4. Multidimensional employees: Everyone is multi-skilled or has cross-functional competencies.
5. Self-Directed Performance : Individuals operate as 'intrapreneurs' and teams operate as 'special forces teams', e.g. employees are self-led and self managed, and teams are self-directed for exceptional performance.
6. Customer Integration: Every activity in the organization is a seamless process of exceeding customer expectations.

Numerous studies have been conducted on the requirements to develop leaders with adequate competencies due to factors such as changes in today's global business environment, diversity and increase in complexity in domestic working environment as business as business operations become more international. (Jokinen, 2005, citing Adler and Bartholomew, 1992, Brake et al, 1995, Brake, 1997, Morrison, 2000, Bonnstetter, 1999, Suutari, 2002, Gregersen et al., 1998, Havery and Buckley, 2002).

Developing a deep bench or potential leadership talent is important in sustaining a company's changing growth strategies. Shenkman and Gorbaty, 2007 cited Jim Collins (from his book *Good to Great*), 11 companies researched showed a leap from good results to great results and sustaining those results for at least 15 years. Those 11 companies averaged cumulative stock returns greater than 6.9 times during the 15 year transition period. This is what is possible through having a deep bench of leader talent. It shows the importance of an organization to keep developing leadership talent from within in order to sustain a company's growth and strategies.

Three main types of levels of global leadership competencies were identified and being the fundamental being termed as 'core of global leadership' which include self-awareness, engagement in personal transformation and inquisitiveness. Second, 'desired mental characteristics of global leaders' consisting of optimism, self-regulation, social judgment skills, empathy, motivation to work in international environment, cognitive skills, and acceptance of complexity and its contradictions. Third, the more explicit skills and tangible knowledge referring to concrete actions and producing visible results, termed as 'desired behavioral competencies of global leaders' includes social skills, networking skills and knowledge (Jokinen, 2005 citing

Goleman, 1998, Gregersen et al, 1998, Black et al. 1999, Brake 1997, Spreitzer et al. 1997).

Many companies have realized that the development for human resources especially at executive level as a key source of sustainable competitive advantage and as a result training and human resource development specialist have been developing competency frameworks at every level of management. (Pierce, 1994).

The modern concept of competencies can be traced backed to the work of David McClelland (1973, cited by Garman, 2006), where he suggested that competencies – outcomes-relevant measurement measures of knowledge, skill, abilities, and traits and/or motives – should be adopted as a more useful approach to aptitude measurement.

There appears to be two clear different models applied to the concept of competency (Hoffman, 1999) with one predominantly American approach such propagated by Boyatzis, Ulrich and others. They defined competency as the underlying attributes of a person and through this approach the establishment of the content of the learning programs is defined in order to demonstrate competence performance. The other approach was to see competency as a set of performances and standards. This approach is mainly propagated by Boam and Sparrow, Burgoyne, Silvers and others. The thrust of this approach is the training and the assessment of the performance.



The term competency can be defined as mainly as an observable performance in a job and it has also been defined as a standard or a set of standards to be attained by a worker in a job. These two definitions share a common goal in making the demonstration of competent performance a behavioral and hence observable measure of human performance. A third definition has been refer to the underlying attributes to individuals that would be required in order to demonstrate competent behavior such as knowledge, skill, attitude or other personal attributes (Hoffman, 1999).

The subject of competence and competency has been debated since the late 1980s by a number of researchers. For the purpose of this study, the distinction between them is that the term “competence” is concerned with the performance of work in an effective and efficient manner, while “competency” is a dimension of management ability and behavior required for competence performance (Pierce, 1994).

Garman (2006), defined competency related concepts in healthcare leadership, as below:-

- Competencies: characteristics of employees with behavioral implications that are thought to be associated with successful performance of their job.
- Core competencies: competencies thought to be associated with the success of an organization.
- Competency model: a collection of competencies associated with successful performance.
- Competency modeling: a systematic process for identifying and articulation competencies at either the individual or organization level.

McShane and Von Glinow (2005) cited Kirkpatrick and Locked in identifying seven competencies for effective leaders. They are emotional intelligence, Integrity, Drive, Leadership motivation, Self-confidence, Intelligence and Knowledge of the Business.

Abraham et.al. (2001) has listed six managerial competencies that organizations deemed as critical competencies in their study. The critical competencies identified are leadership skills, customer focus, results oriented, problem solver, communication skills and team worker.

IBM has identified its Leadership Competency Model to encompass four main leadership dimensions i.e. Focus to Win, Mobilize to Execute, Sustain Momentum and The Core. Under the Focus to Win, customer insight, breakthrough thinking and drive to achieve are the competencies defined. For the second dimension, team leadership, straight talk, teamwork and decisiveness. The third, building organizational capability, coaching and personal dedication are the competencies listed. For the last dimension i.e. The Core, passion for the business is the competency under this heading (Conger, 2004).

Wagner et. al (2004) proposed a leadership competency model to be used in development of leaders. Through the study conducted at Central Michigan University, they have identified five dimensions deemed critical for successful leaders. They are Self-Management, Leading Others, Task Management, Innovation and Social Responsibility. Under each dimension, the core competencies were identified. This is illustrated in the table below:-

No	Dimension	Core Competencies
1	Self-Management	<ul style="list-style-type: none"> <li>• Work Habits</li> <li>• Work Attitudes</li> <li>• Stress Management</li> <li>• Self Insight</li> <li>• Learning</li> </ul>
2	Leading Others	<ul style="list-style-type: none"> <li>• Communicating</li> <li>• Interpersonal Awareness</li> <li>• Motivating Others</li> <li>• Developing Others</li> <li>• Influencing</li> </ul>
3	Task Management	<ul style="list-style-type: none"> <li>• Executing Tasks</li> <li>• Solving Problems</li> <li>• Managing Information &amp; Material Resources</li> <li>• Managing Human Resources</li> <li>• Enhancing Performance</li> </ul>
4	Innovation	<ul style="list-style-type: none"> <li>• Creativity</li> <li>• Enterprising</li> <li>• Integrating Perspectives</li> <li>• Forecasting</li> <li>• Managing Change</li> </ul>
5	Social Responsibility	<ul style="list-style-type: none"> <li>• Civic Responsibility</li> <li>• Social Knowledge</li> <li>• Ethical Processes</li> <li>• Leading Others Ethically</li> <li>• Acting with Integrity</li> </ul>

The general conclusion on leadership competencies is that they are continually being relevant for organizations and that a number of considerations needs to be taken into account when implementing the competency approach like keeping them few and simple, limit them to the genuine priorities, linking to capability needs, identifying critical de-railer competencies, embedding it throughout systems and processes and continually revisit them with a future focused in mind (Conger, 2004).

A leadership competency model was developed for the City of Vancouver by Comey, 2004 in order to meet the rising need of leaders in the city council mainly due to attrition and the number of key personnel retiring due to the age limit. The competency model is categorized into Personal Attributes, Interpersonal Skills, Focus on Results, Organizational Leadership and Professional Competencies (Comey, 2004). The study also made comparison with five different competency models propagated by Byham, Smith and Paese (2002), Zenger and Folkman (2002), Kouzes and Posner (1995), Cook and Bernthal (1998) and Clark (1999).

Byham, Smith and Paese (2002) cited by Comey, 2004 proposed a competency model that is classified into four types i.e. Interpersonal Skills, Leadership Skills, Business/Management Skills and Personal Attributes.

Zenger and Folkman (2002) cited by Comey, 2004 grouped sixteen behaviors into a framework of five leadership competency categories i.e. Character, Personal Capacity, Focus on Results, Interpersonal Skills and Leading Organizational Change.

Kouzes and Posner (1995) cited by Comey, 2004 recommended a model of four competencies and ten behavioral indicators. They are Challenging the Process, Inspiring a Shared vision, Enabling Others to Act, Modeling the Way and Encouraging the Heart.

Cook and Bernthal (1998) cited by Comey, 2004 identified three categories or type of competency i.e. Organizational Competencies, Job/Role Competencies and Personal Competencies.

Clark (1999) cited by Comey, 2004 proposed The Pyramid of Leadership model broke leadership competencies into three main groups. They are Core or Essential Competencies, Leadership Competencies and Professional or Individual Competencies.

The general conclusion from the studies above is that due the dynamic changes in the environment today either through the advancement of technology, globalization, highly skilled and knowledge worker and in addition unforeseen circumstances like the September 11 event and politically instability in parts of the world had created a vacuum or a gap in terms of the competencies needed by a leader to take an organization through the numerous challenges and at the same time creating a competitive edge against others. Therefore, a number of studies especially from the leadership discipline are focusing on what are the competencies that a leaders should have in order for them to function effectively as a leader. As a result, a number of leadership competencies models were developed in order to cater for the needs. It can be safely summarized that the competencies models developed covers knowledge, skills, abilities, attitude and personal attributes. Past studies have indicated that the leaders should have these competencies but it does not mean that the leaders need to be totally proficient in each areas of competence. The type of leaders and strengths are not covered in this study.

The current identified leadership competencies for E1 and E2 executives in MTBE Sdn Bhd is clustered under four main leadership themes namely, Behaves as Owner, Develops People, Inspires followers and Outperforms.

Below is the specific grid for leadership competencies under each leadership theme. Each leadership dimension will have the specific competencies required for their level. For each of the competencies, it can only be observed through their behaviors as their values and beliefs system is beyond the capacity of the observers. This is in agreement with the iceberg theory where only the tip of iceberg can be seen and observed whereas the underlying mass is hidden, and for the people, it is the values and beliefs system embedded in their own self.

No	Leadership Dimension	Competencies Executives – E1 & E2
1	Behaves as Owner	• Organizational Commitment
2	Develops People	• Developing Oneself and Others
3	Inspires Followers	• Strategic Orientation • Upholding Values
4	Outperforms	• Business Awareness • Achievement Orientation • Teamwork • Influencing Others • Relationship Building

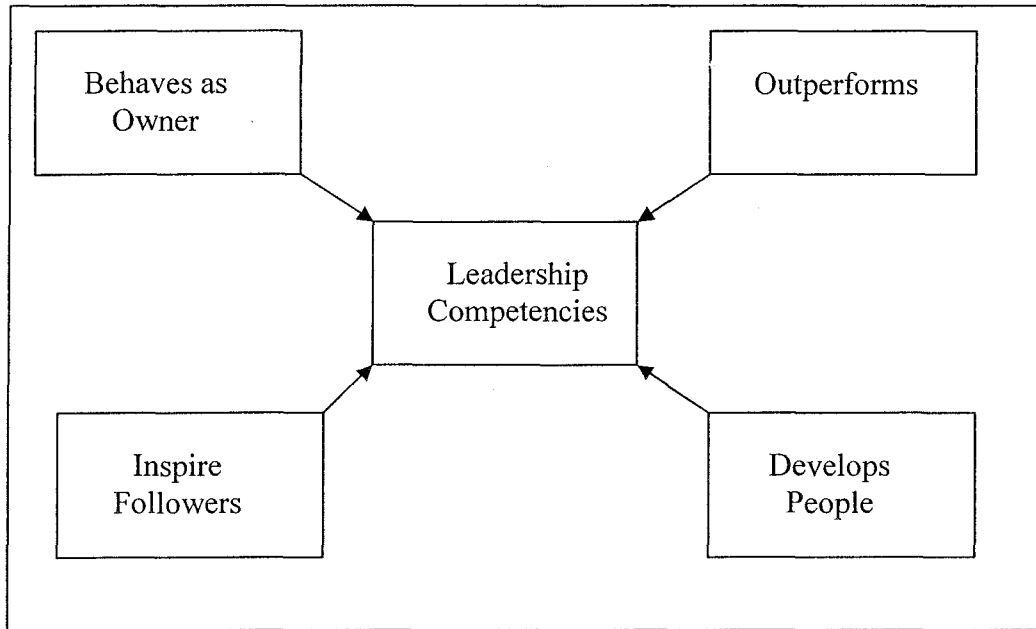
Qualitatively, it would seem that the leadership competency model being used by MTBE (M) Sdn Bhd conforms to the competency models in studies conducted or competency models being used in for example IBM, City of Vancouver and the model by Central Michigan University. The knowledge, skills, attitude and personal attributes were covered through each leadership dimension and the specific competencies. For example, the knowledge can be contained under Business Awareness and personal attributes can be classified under Teamwork or Relationship Building.

In addition, the changes in leadership skills requirements due to factors such as globalization makes competencies like Teamwork and Relationship building an integral and important part of any leadership competencies models.

The MTBE (M) Sdn Bhd Leadership Competencies Model is developed for the specific requirements of the company. Challenges to the company like the banning of MTBE in the United States and need to develop other products to sustain the company's performance and competitive edge requires its future leaders to have strategic orientation and business awareness for example. Other challenges like to develop a deep bench of potential leaders to the organization is important for the organization in the long run because people are moving either because of better jobs, attrition or retirements. The development of potential leaders is a long term strategy to ensure the organization can be sustained and also to have a competitive edge against others.

## 2.2 Theoretical Framework

The MTBE Model of Leadership Competencies will be used to determine the level of leadership at MTBE (M) Sdn Bhd. The model is illustrated in the diagram below showing the independent and dependent variables of the model.



The hypotheses generated are:-

H1: There is a significant correlation between Leadership Competencies and 'Develops People'. The behaviors that can be observed under the competency of 'Developing oneself and others' are:-

- Actively seeks feedback for own self
- Adapts priorities and behavior to develop self
- Inspires others to meet or exceed organizational goals
- Manages the performance and development of others in an objective way
- Provide constructive feedback to others
- Takes responsibility for own personal and professional development



H2: There is a significant correlation between Leadership Competencies and 'Behaves as Owner'. The competency under this dimension is organizational commitment.

#### Organizational Commitment

- Aligns own behaviors with the needs, priorities and goals of the organization
- Believes in organization's business agenda and takes pride on organization's achievement and cultures
- Goes beyond the basic demands of the job to help other people and support the business
- Makes choices that meet organizational needs rather than own interests
- Shows concern about organization's sustainability
- Steps up to opportunities and takes initiative to promote business growth

H3: There is a significant correlation between Leadership Competencies and 'Outperforms'. The competencies under this dimension are Achievement Orientation, Business Awareness, Teamwork, Influencing Others and Relationship Building.

#### Achievement Orientation

- Adapts quickly to changing conditions and workload
- Balances drive between personal recognition and credit and team harmony.
- Is motivated, ambitious, results oriented, displays a sense of urgency and is aware of own strengths and limitations
- Maintains a positive view in the face of setbacks and failure
- Rises to meet the challenge of demanding or difficult situations

- Shows stamina, energy and determination in achieving high standards of performance
- Take setbacks as a challenges and learning opportunities and actively seeks feedback for improvement

#### Business Awareness

- Considers all available and relevant information when making a business decision
- Contributes to value creation through idea generation
- Evaluates and creates contingency plans when taking risks
- Grasp complexity and sees the connection to other related problems or issues
- Makes effective decisions based on sound and rational commercial reasoning
- Understands the commercial/financial drivers of the business

#### Teamwork

- Encourages a cooperative team atmosphere/spirit
- Helps one another towards achieving shared goals and shows concerns and compassion towards others
- Sets an example of good teamwork through own actions
- Shows a willingness to learn from others, respects their strengths and limitations, genuinely valuing their participation, input and expertise
- Supports the team's decisions even if not in full agreement

### Influencing Others

- Delivers clear, convincing and well organized presentations
- Projects a credible and positive image
- Shows poise even in highly visible and adversarial situations
- Uses different type of strategies to influence others
- Works through conflicts and negotiates to "win-win" situations

### Relationship Building

- Builds and maintains an active network of relationships inside and outside of the organization
- Constantly looks for opportunities to make useful new contacts
- Relates well to people at all levels
- Sees relationship, networking and rapport as a fundamental business/operational resources

H4: There is a significant correlation between Leadership Competencies and ‘Inspires Followers’. The competencies under this dimension are Strategic Orientation and Upholding Values.

- Contributes to the setting of overall business objectives and strategies relevant to own work unit.
- Demonstrates an understanding of PETRONAS business within the context of industry.
- Develops clear, practical approaches to meet future objectives
- Makes effort that own work supports organizational objectives

- Take responsibility of the consequences and impact of actions

#### Upholding Values

- Accepts responsibility for own actions, including mistakes and problems, and takes corrective action(s)
- Acts in a way that is consistent with both personal and organizational values
- Considers ethical issues when making decisions
- Maintains high ethical and professional standards without being overly rigid or inflexible
- Treats others with respect and honesty

H5: There is a significant correlation between Leadership Competencies with Behaves as Owner, Outperforms, Inspire Followers and Develop Others.

## **3.0 METHODOLOGY**

### **3.1 Introduction**

This study is meant to analyze data from the E1 and E2 executives in MTBE (M) Sdn Bhd determining their level of leadership competencies and also the relationship of the leadership dimensions ‘Behaves as Owner’, ‘Outperforms’, ‘Develops People’ and ‘Inspires Others’ with Leadership Competencies. This study is an exploratory study on the level of leadership competence within the E1 and E2 executives. The target study group will be those executives at E1 and E2 level. The investigate instrument to be used is using the survey method is via a questionnaire.

### **3.2 Sample of Study**

Sample for this study is from the executive population of E1s and E2s executive in MTBE (M) Sdn Bhd. The current population of E1 and E2 executives in MTBE (M) Sdn Bhd numbered to 180 personnel. It is intended that the survey will cover at least 150 personnel from various departments like MTBE Asset, PPM Asset, PDH Asset, Maintenance, Finance, Human Resource and Procurement. The survey will cover all the departments having executives in the organization. This is so that the results will be representative for the whole organization.

### **3.3 Investigative Instrument**

This section deals with the instrument to be used in the study of level leadership competencies in the organization. It is important to collect some demographic data of the population apart from the level of leadership competency in the organization. The instrument to be used is through the questionnaire to be distributed amongst the E1 and E2 executives in the organization. The survey method is selected as it is one of the easiest methods to quickly collect data and can be tailored in such a way that statistical analysis like descriptive statistics covering frequency distribution and correlation analysis can be obtained.

Two major sources of data are to be obtained for this study, the first i.e. the primary source will be from the questionnaires to be distributed amongst the E1s and E2s executives in MTBE (M) Sdn Bhd and the second i.e. the secondary source are from previous studies and published journals touching on leadership, the need to have succession planning, the leadership competencies models being used in other organizations. The secondary source is mainly used as a yardstick in comparing the MTBE leadership competency model against the available leadership competency models used in other organizations. This is so that we can at least qualitatively verify that the model being used in MTBE is in alignment with various leadership competency models being propagated or currently being used in other organizations at the international level.

### **3.4 Primary Sources**

A total of 150 questionnaires will be distributed to the E1s and E2s executives in the organization. The questions will be confined to the four leadership dimensions applicable to MTBE i.e. Behaves as Owner, Outperforms, Inspires Others and Develops People. Each dimension will have questions that clarified that particular dimension and will use a five (5) point Likert scale in order to measure the level of Leadership Competency for each dimension.

The questionnaires will detailed out the questions that supports each independent variables for each Leadership dimension stated above. This will then provide the researcher with the level of leadership competency for each independent variable as shown in the theoretical framework. It is a way to measure the level of competency for each dimension.

Ultimately, as a whole, the questionnaire will provide information with regards to how each independent variable will support the dependent variable of leadership competency. It will show how the MTBE Leadership Competency Model stands in terms of the independent variables that support it.

The questionnaire will be divided into two parts. The first part (Part A) is the profile of the respondents. The second part (Part B) will be about the level of competency for each of the identified variables.

The reading for the scale will be one to five. One represents the lowest, two for low, three for neutral, four for high and five for highest.

### **3.4.1 Part A**

Demographic factors were important in this study due to the nature of research itself. The demographic information required for this study is:

#### **a. Gender**

This question will identify sex of the subjects either male or female, in order to indicate the percentage of the male and female as leaders.

#### **b. Department**

The departments to be covered in the questionnaires should be Human Resource Department, Operation Performance Improve Department, Finance, Procurement, Admin, Maintenance, MTBE Asset, PPM Asset and PDH Asset. This is to enable a snapshot of level of leadership competence amongst driven department in MTBE (M) Sdn Bhd but it should not be a determining factor because each department has different number of staff and departments with a small number of executives will skew the results either way.



**c. Current Grade**

This question will determine the current grade of the respondent either E1 or E2. This will enable the researcher to determine whether those executives between E1 and E2 will have different level of leadership competency because usually an E1 executive comprises of fresh graduates to about six to seven years in services. An E2 executive is quite senior and can be from eight to fifteen years or more in service, therefore theoretically we should see a different in terms of leadership of leadership competency level between E1 and E2.

**d. Age**

This will determine the age range of the respondents. We have divided the age variable into three (3) groups. Those below 30 years old, second, those who range from 31 till 40 years old, and the third group is above 40 years old. It would be expected for those younger groups to have a lower level of leadership competency in some areas like knowledge and skills which is closely related to experience.

**e. Years in Service**

This will determine the number of years in service for the executives and subsequently we can see the perspective from those who have more experiences than the others. We have divided to those with < 1 year of experience, 2-5 years, 5-7 and more than 7 years.

### 3.4.2 Part B

This section focuses on determining the level of competency for each of the leadership dimensions listed earlier.

The questions will be divided into four categories, which consist of the level of competency on Behaves as Owner, Outperforms, Inspire Followers and Develop Peoples for the executives. For each categories, a maximum of seven and minimum of five questions were identified in order to ensure that the information gathered effectively reflect the independent variables being studied.

Likert scale of five is to be used for each statement. The respondents are required to rate all the questions by crossing the box for the scales from one to five, which represents:

1	-	Lowest
2	-	Low
3	-	Neutral
4	-	High
5	-	Highest

A Likert scale of five as opposed to seven has been selected because it is easier to facilitate and making the questionnaire easier to be filled. A seven point Likert scale will be able to finely differentiate the level of leadership competency but for this study, a scale of five suffices in meeting the objective of the study.

### **3.5 Secondary Data**

The secondary sources were obtained from journal articles from the Internet totaling up to 17 journals which have been studied in relation to the leadership competencies, the current trend in leadership, why leadership succession is important and the various existing models of leadership competencies. Many of the journals deliberated on the study of leadership and their competencies to ensure that the leadership will have the knowledge, skills and abilities in order to be an effective leader. The secondary data provided the guidance in comparing the MTBE Leadership Competency Model against the current leadership models being used or propagated at the international level. This is to ensure that the dimensions being used in MTBE model has the support either qualitatively or quantitatively from past studies conducted on the subject of leadership competency and leadership competency models.

### **3.6 Collection of Data**

A focus group comprising of E1s and E2s executives from various departments in MTBE (M) Sdn Bhd has been identified as the potential respondents for the study. After the finalization of the questionnaire, the questionnaires will be personally distributed to the respondents and I hope to get the feedback within two (2) weeks after it has been distributed.

It is targeted that a number of 150 respondents will be distributed with the questionnaires and hopefully more than 80% or 120 respondents will response to the questionnaire. It is foreseen that 100% respondent is difficult to be attained because a

number of executives will be working on shift and may missed the period when the questionnaires are to be distributed. This is apart from those who probably will not respond to the questionnaire itself.

## **4.0 DATA ANALYSIS AND RESULTS**

This section contains the analysis of the data gathered and the results using the appropriate statistics tools. In essence, the data analysis will cover two main areas i.e the demographics of the data collected and the analysis on the variables to support the leadership competency model hypothesis as being proposed in the Theoretical Framework Section.

A total of 150 questionnaires have been submitted to the E1 and E2 executives in the organization and the response rate was 34% or 51 of the questionnaires have been returned.

### **4.1 Demographics**

All the results for the analysis carried out can be referred to in the Appendix 7.2 SPSS Results.

#### 4.1.1 Gender

The first demographic variable is the gender, and out of the 51 returned questionnaires, 70.6% or 36 are males and 29.4% or 15 are females.

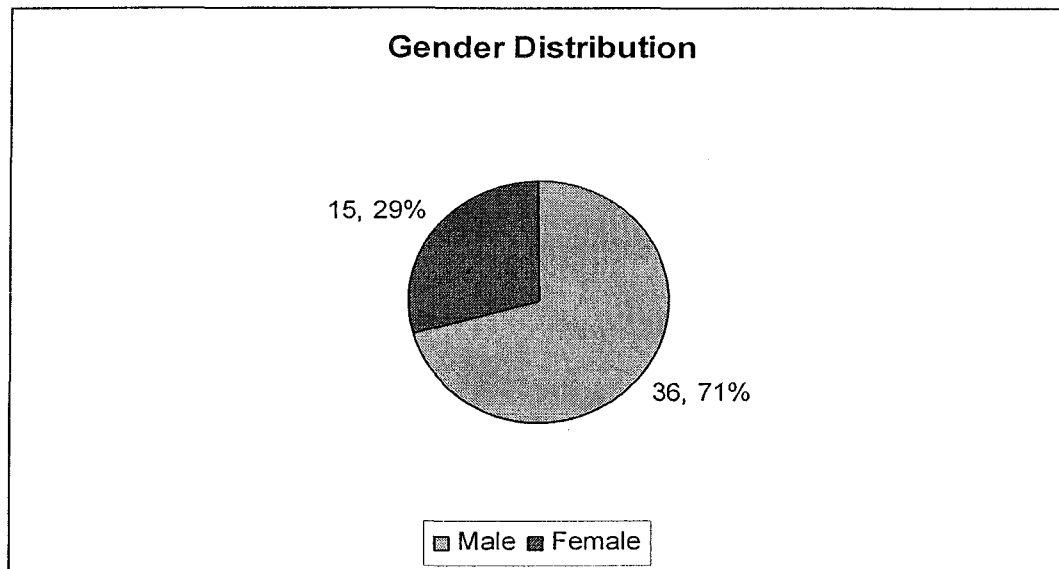


Chart 4.1.1

The gender distribution in MTBE for female population being an E1 or E2 executive is in actual 19% of the total population while the male is 81% (Appendix 7.2 Table 1) .

#### 4.1.2 Departments

The second demographic variable is the distributions of the E1 and E2 executives in specific departments in the company. The departments specified in the questionnaires covers nine (9) of the more populated departments in the organization. The respondents came from various departments of the organization with a minimum of three (3) respondents up to highest of six (6) for each of the departments (Appendix 7.2 Table 2).

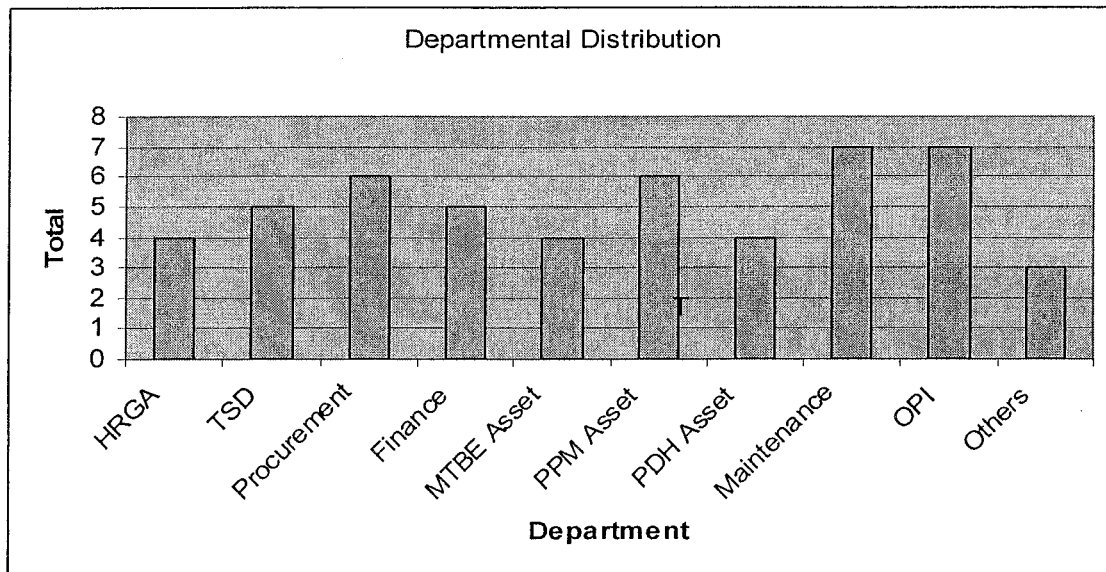


Chart 4.1.2

### 4.1.3 Grades

The next demographic variables are the Salary Grades of the executives. There are only two Salary Grades under the executive position in the company i.e. E1 and E2. Out of the 51 respondents, 29 (57%) of them are on E1 Salary Grade and 22 (43%) on E2 Salary Grade (Appendix 7.2 Table 3).

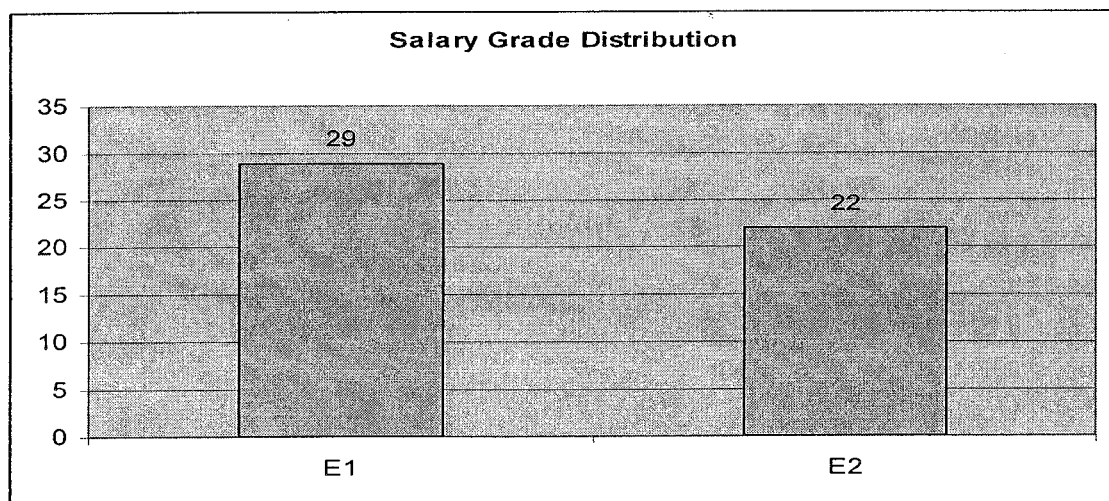


Chart 4.1.3

#### 4.1.4 Age Distribution

Another demographic variable from the questionnaire queries about the age of the respondents and have categorized them into several age groups. The first age groups are executives below or equal to 30 years old, the second age group is from 31 to 40 years old and the final age group is beyond 40 years of age.

In the age group distribution, about 51% of the respondents are below 30 years of age, 33% between 31 and 40 years and 16% of them are 41 years or more (Appendix 7.2 Table 4)..

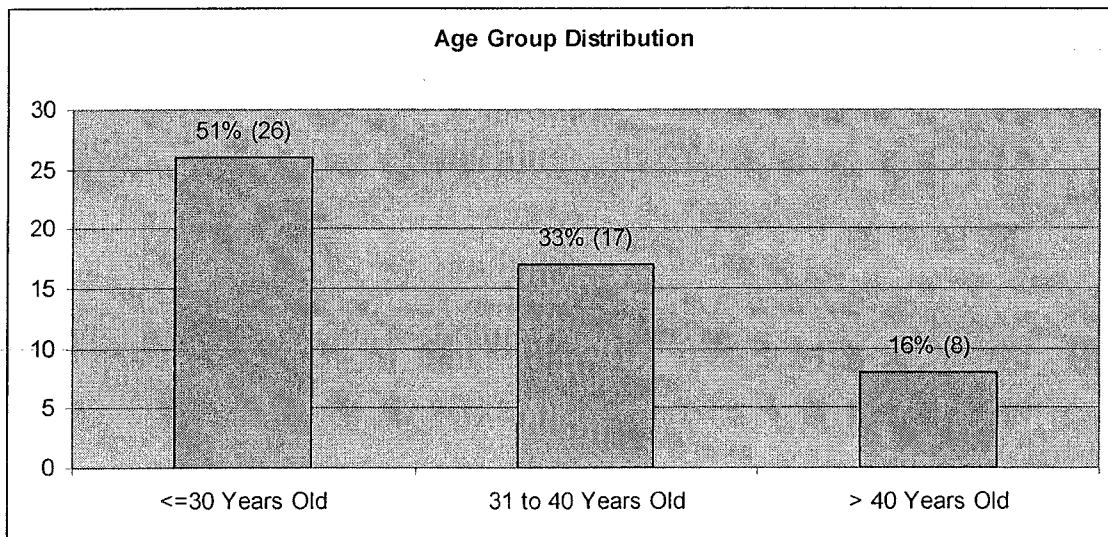
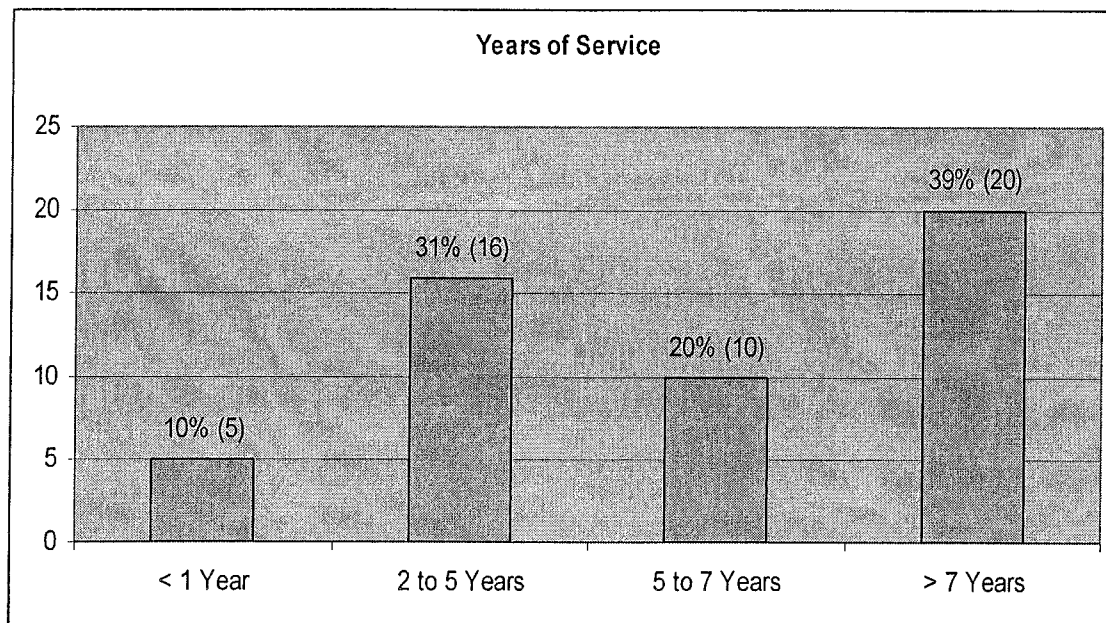


Chart 4.1.4

#### 4.1.5 Years of Service

The fifth and last demographic variable is the number of years of service for the respondents. The number of years of service has been categorized into four (4) i.e. less than or equal to 1 Year, 2 to 5 Years, More than 5 years to 7 years and more than 7 years in service. The results show that a majority of the executives 39% (20 persons) have more than 7 years in service with the company (Appendix 7.2 Table 5)..





**Chart 4.1.5**

## **4.2 Develops People**

Under the Develops People variable, the hypothesis is that:

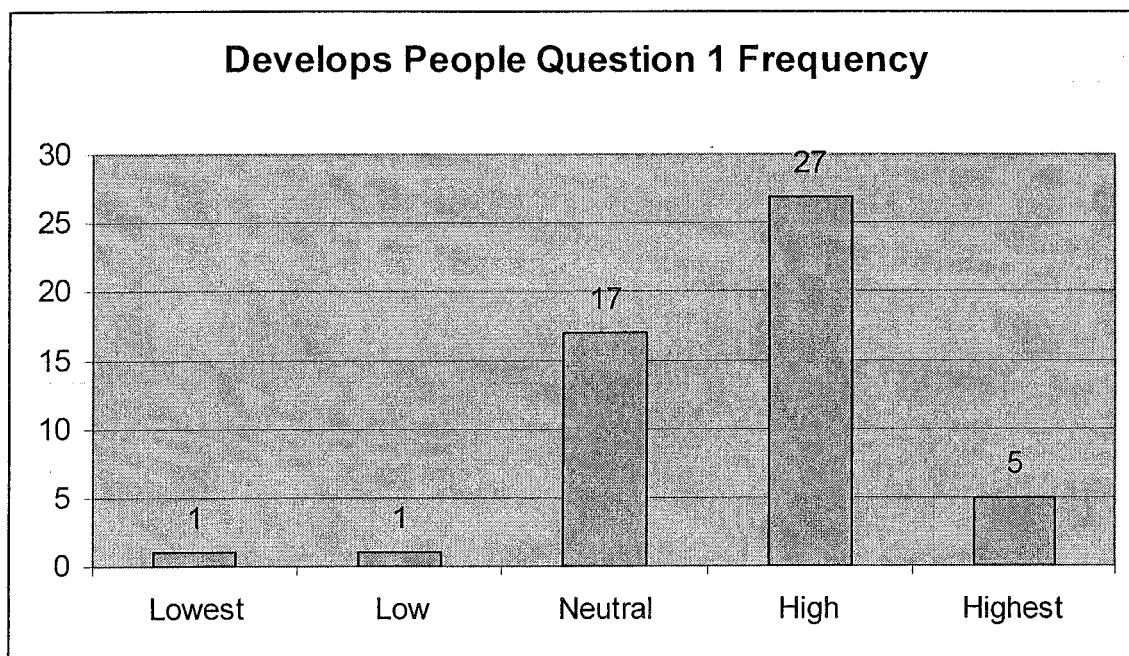
H1: There is a significant correlation between Leadership Competencies and 'Develops People'. The behaviors that can be observed under the competency of 'Developing oneself and others' are:-

- Actively seeks feedback for own self
- Adapts priorities and behavior to develop self
- Inspires others to meet or exceed organizational goals
- Manages the performance and development of others in an objective way
- Provide constructive feedback to others

- Takes responsibility for own personal and professional development

First the frequency analysis is conducted for each of the questions that support the Develops People variable. This is then followed by another statistical tools selected i.e. the Linear Regression Analysis to test the significance of each questions to the Develops People variable.

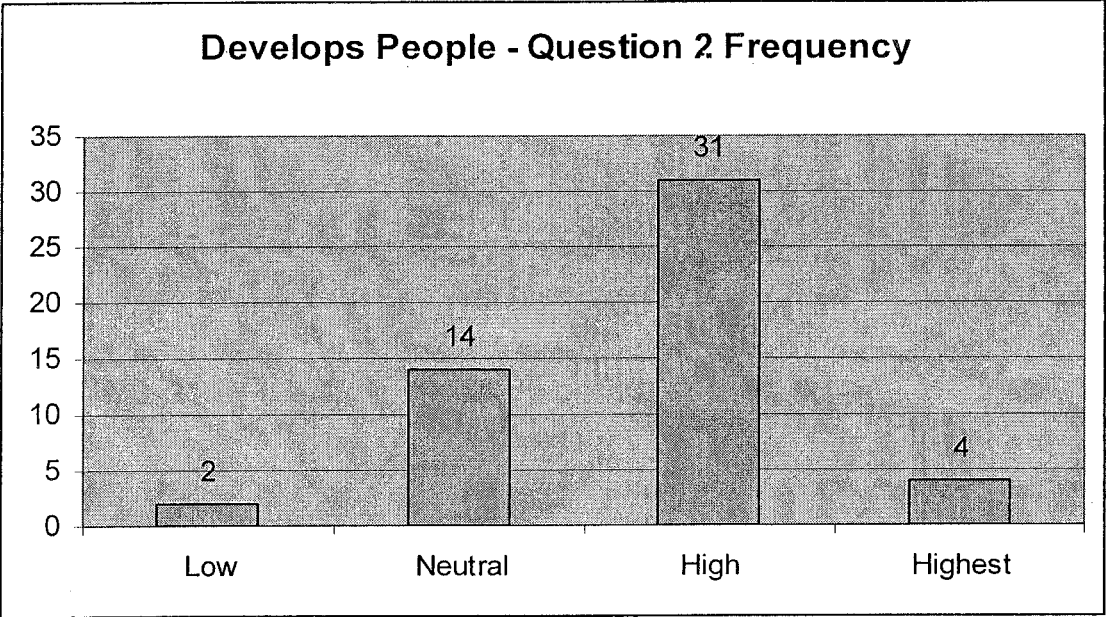
#### 4.2.1 Actively Seeking Feedback for own self



**Chart 4.2.1**

The above chart shows the frequency of response to the question 'Actively seeks feedback for own self'. The results shows that 27 of the respondents feels that they have a 'High' level in actively seeking feedback for their own self, 17 respondents being neutral and 5 feels that they have highest level for the first question (Appendix 7.2 Table 6) .

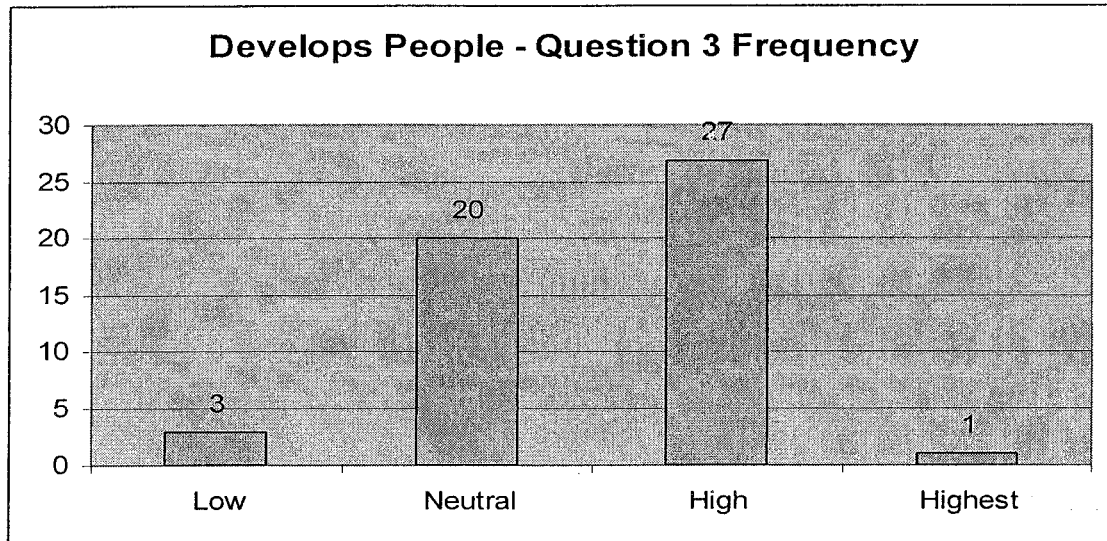
**4.2.2 Adapts priorities and behavior to develop self**



**Chart 4.2.2**

The second question’s frequency chart showed that again the majority of 31 respondents rate themselves as high, 14 neutral and 4 being highest (Appendix 7.2 Table 7).

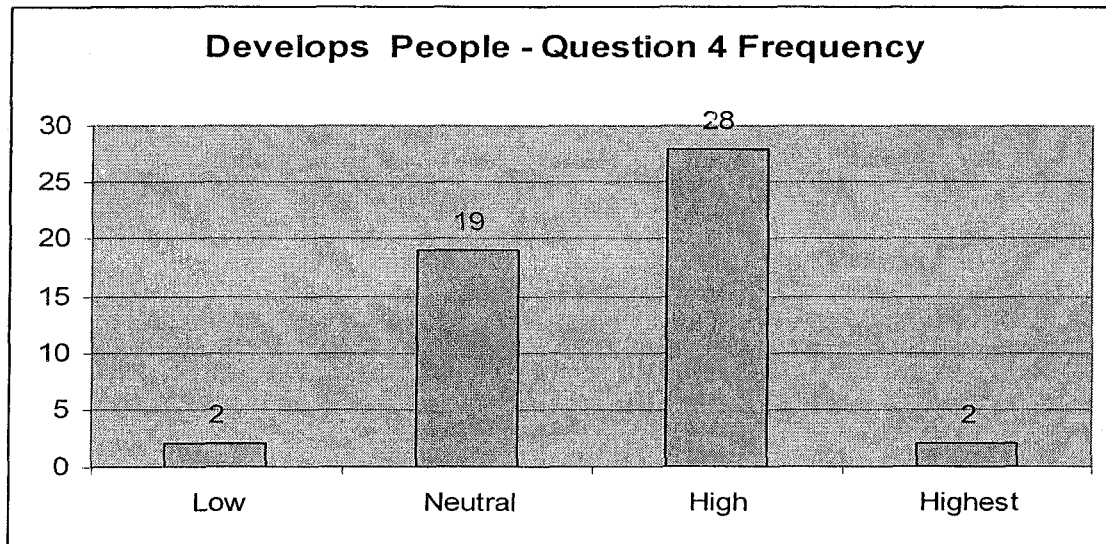
### 4.2.3 Inspires others to meet or exceed organizational goals



**Chart 4.2.3**

The majority of the respondents responded to having neutral (20) and high (27) in inspiring others to meet or exceed the organizational goals (Appendix 7.2 Table 8).

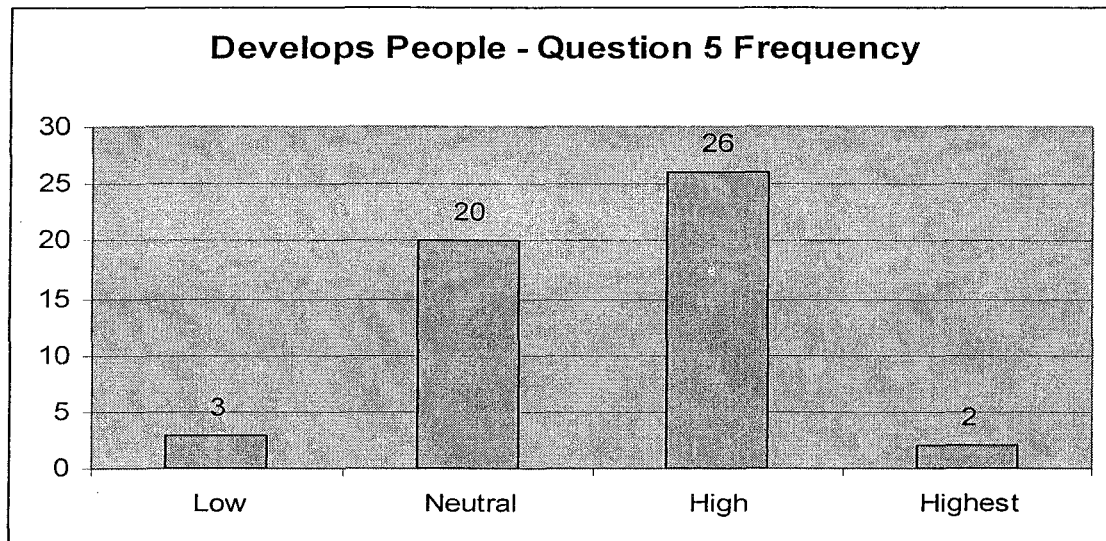
#### 4.2.4 Manages the performance and development of others in an objective way



**Chart 4.2.4**

Most of the respondents responded to having neutral (19) and high (28) to managing the performance and development of others in an objective way (Appendix 7.2 Table 9).

#### 4.2.5 Provide constructive feedback to others



**Chart 4.2.5**

In providing constructive feedback to others, 20 respondents scored 3 (Neutral) and 26 scored themselves high (Appendix 7.2 Table 10).

#### 4.2.6 Takes responsibility for own personal and professional development

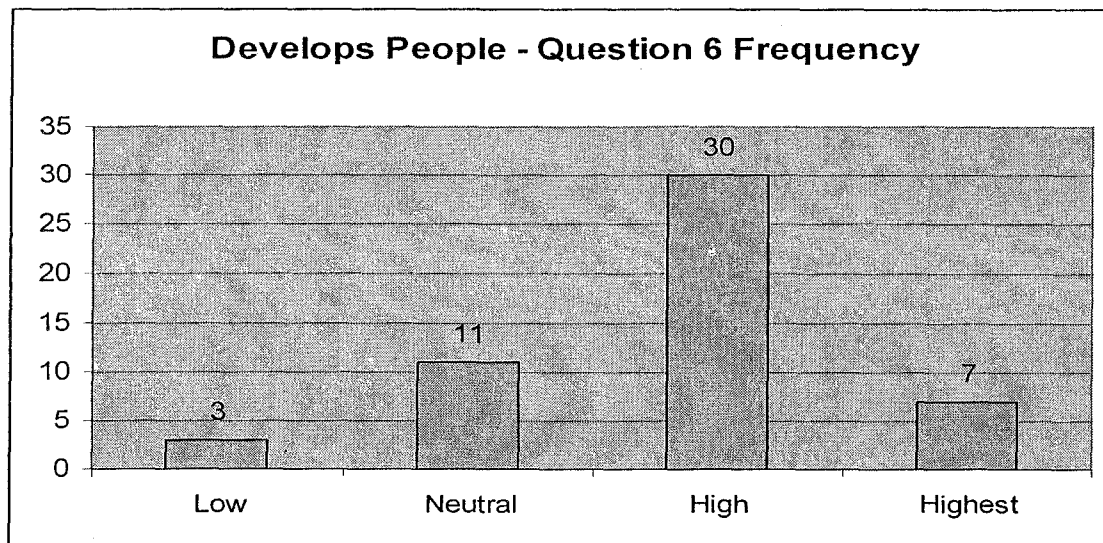


Chart 4.2.6

In taking responsibility for their own personal and professional development, 11 scored neutral, 30 high and 7 scored highest level for this particular question (Appendix 7.2 Table 11).

#### 4.2.7 Linear Regression Results for Develops People dimension

In running the linear regression between all the six (6) questions under the Develops People variable, the  $R^2$  score is 0.713 which shows that the variables for the Develops People explain around 71% of the effects on the Develops People variable. (Appendix 7.2 Table DP1).

In terms of the coefficient score, this shows the strength of each variable in impacting the Develops People variable. The score is 0.201, 0.097, 0.173, 0.176, 0.095, and 0.178 respectively to each of the six (6) questions with reference to the Develops People variable (Appendix 7.2 Table DP3).

### **4.3 Behaves as Owner**

H2: There is a significant correlation between Leadership Competencies and 'Behaves as Owner'. The competency under this dimension is organizational commitment.

#### **Organizational Commitment**

- Aligns own behaviors with the needs, priorities and goals of the organization
- Believes in organization's business agenda and takes pride on organization's achievement and cultures
- Goes beyond the basic demands of the job to help other people and support the business
- Makes choices that meet organizational needs rather than own interests
- Shows concern about organization's sustainability
- Steps up to opportunities and takes initiative to promote business growth

The charts below show the frequency of the responses to the each of the questions under the Behaves as Owner variable. This is then followed by the Linear Regression Analysis for all the variables under the Behaves as Owner dimension.



#### 4.3.1 Aligns own behaviors with the needs, priorities and goals of the organization

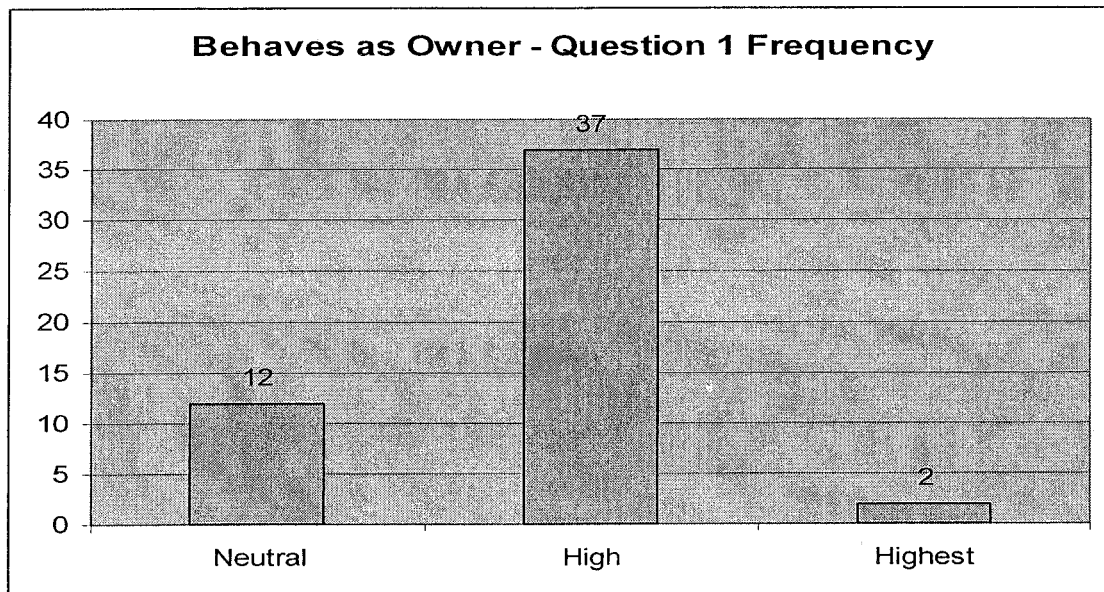


Chart 4.3.1

The chart shows that 37 of the respondents rated themselves as high, 12 neutral and 2 highest (Appendix 7.2 Table 12).

#### 4.3.2 Believes in organization's business agenda and takes pride on organization's achievement and cultures

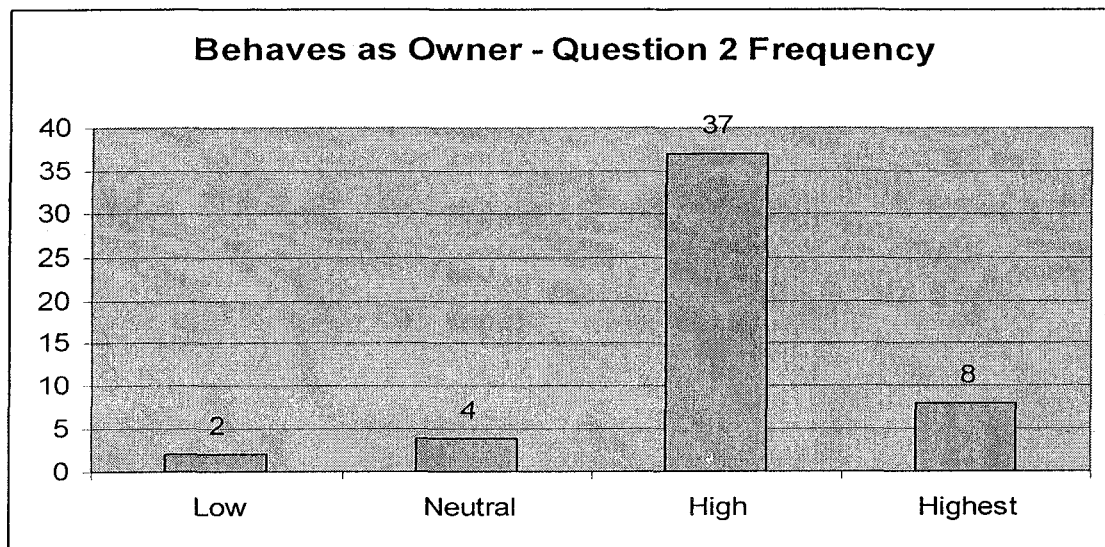


Chart 4.3.2

The chart shows that 37 of the respondents rated themselves as high, 4 neutral, 2 low and 8 highest for the question (Appendix 7.2 Table 13).

#### 4.3.3 Goes beyond the basic demands of the job to help other people and support the business

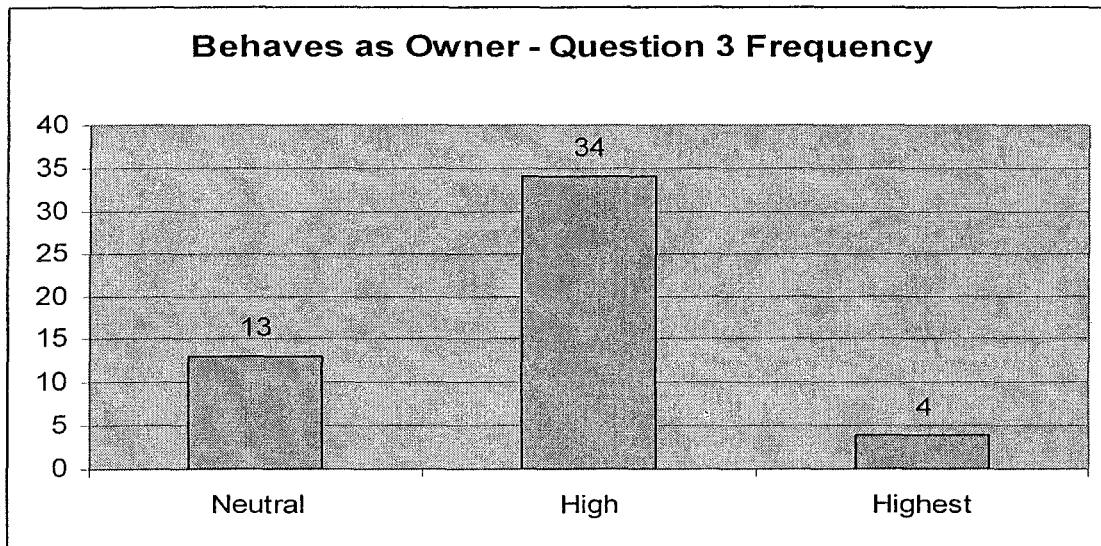


Chart 4.3.3

The chart shows that 34 of the respondents rated themselves as high, 13 neutral and 4 highest for the question (Appendix 7.2 Table 14).

#### 4.3.4 Makes choices that meet organizational needs rather than own interests

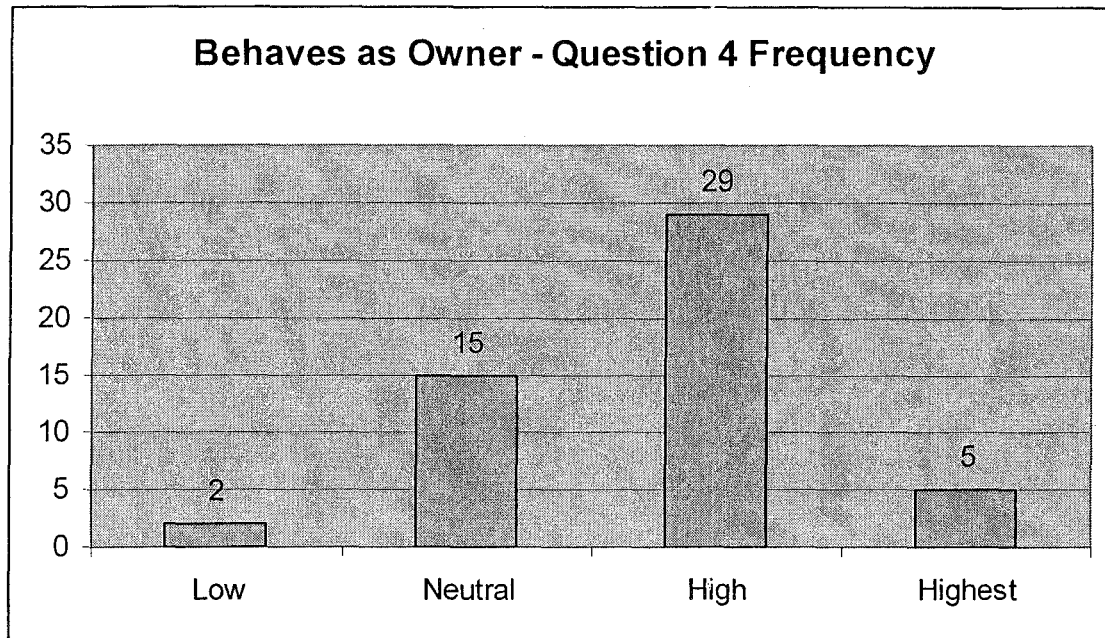


Chart 4.3.4

The chart shows that 29 of the respondents rated themselves as high, 15 neutral, 2 low and 5 highest for the question (Appendix 7.2 Table 15).

#### 4.3.5 Shows concern about organization's sustainability

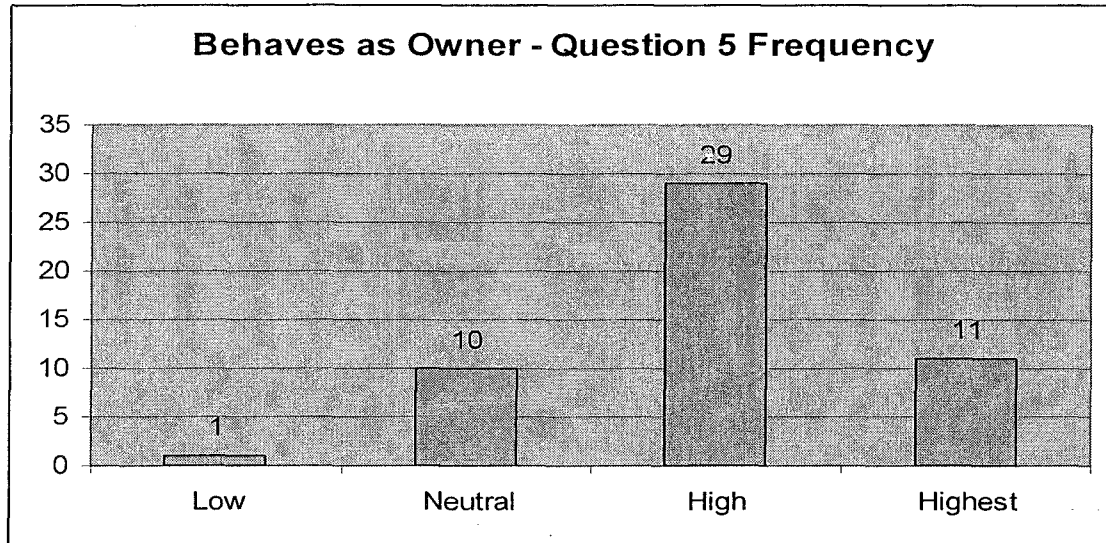


Chart 4.3.5

The chart shows that 29 of the respondents rated themselves as high, 10 neutral, 1 low and 11 highest for the question (Appendix 7.2 Table 16).

#### 4.3.6 Steps up to opportunities and takes initiative to promote business growth

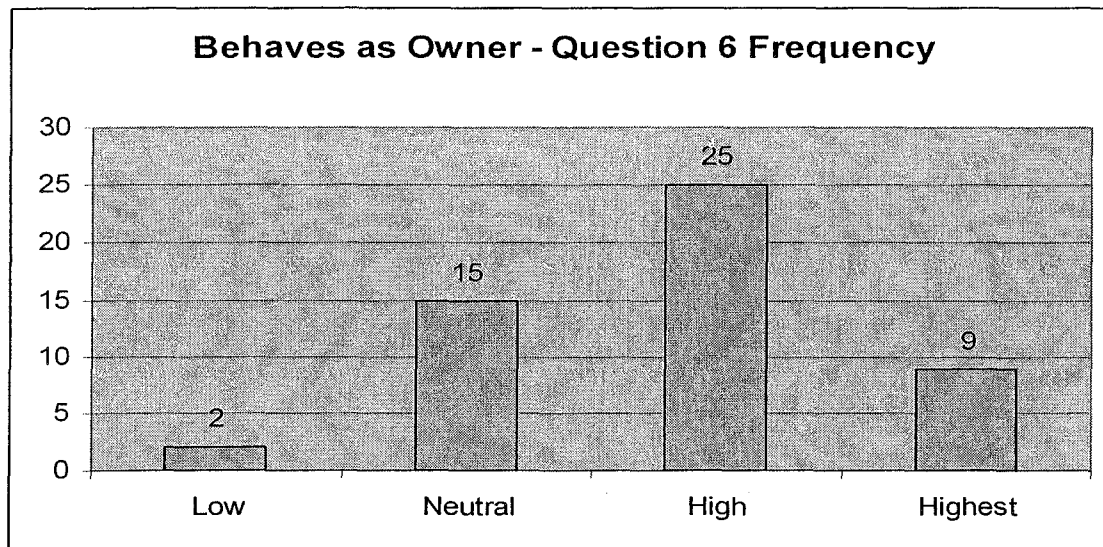


Chart 4.3.6

The chart shows that 25 of the respondents rated themselves as high, 15 neutral, 2 low and 9 highest for the question (Appendix 7.2 Table 17).

#### 4.3.7 Linear Regression Analysis for the Behaves as Owner dimension

In running the linear regression between all the six (6) questions under the Behaves as Owner variable, the  $R^2$  score is 0.392 which shows that the variables for the Behaves as Owner explain around 39% of the effects on the Behaves as Owner dimension (Appendix 7.2 Table BV1).

In terms of the coefficient score, this shows the strength of each variable in impacting the Develops People variable. The score is 0.138, 0.058, 0.140, -0.071, 0.013 and 0.267

respectively to each of the six (6) questions with reference to the Behaves as Owner variable (Appendix 7.2 Table BV3).

#### **4.4 Outperforms**

H3: There is a significant correlation between Leadership Competencies and 'Outperforms'. The competencies under this dimension are Achievement Orientation, Business Awareness, Teamwork, Influencing Others and Relationship Building.

##### **Achievement Orientation**

- Adapts quickly to changing conditions and workload
- Balances drive between personal recognition and credit and team harmony.
- Is motivated, ambitious, results oriented, displays a sense of urgency and is aware of own strengths and limitations
- Maintains a positive view in the face of setbacks and failure
- Rises to meet the challenge of demanding or difficult situations
- Shows stamina, energy and determination in achieving high standards of performance
- Take setbacks as a challenges and learning opportunities and actively seeks feedback for improvement

##### **Business Awareness**

- Considers all available and relevant information when making a business decision
- Contributes to value creation through idea generation

- Evaluates and creates contingency plans when taking risks
- Grasp complexity and sees the connection to other related problems or issues
- Makes effective decisions based on sound and rational commercial reasoning
- Understands the commercial/financial drivers of the business

#### Teamwork

- Encourages a cooperative team atmosphere/spirit
- Helps one another towards achieving shared goals and shows concerns and compassion towards others
- Sets an example of good teamwork through own actions
- Shows a willingness to learn from others, respects their strengths and limitations, genuinely valuing their participation, input and expertise
- Supports the team's decisions even if not in full agreement

#### Influencing Others

- Delivers clear, convincing and well organized presentations
- Projects a credible and positive image
- Shows poise even in highly visible and adversarial situations
- Uses different type of strategies to influence others
- Works through conflicts and negotiates to "win-win" situations

#### Relationship Building



- Builds and maintains an active network of relationships inside and outside of the organization
- Constantly looks for opportunities to make useful new contacts
- Relates well to people at all levels
- Sees relationship, networking and rapport as a fundamental business/operational resources

The charts below show the frequency of scores for each of the question under the Outperforms variable. This is then followed by the Linear Regression Analysis to determine the relationship for all the variables under the Outperform dimension.

#### 4.4.1 Adapts quickly to changing conditions and workload

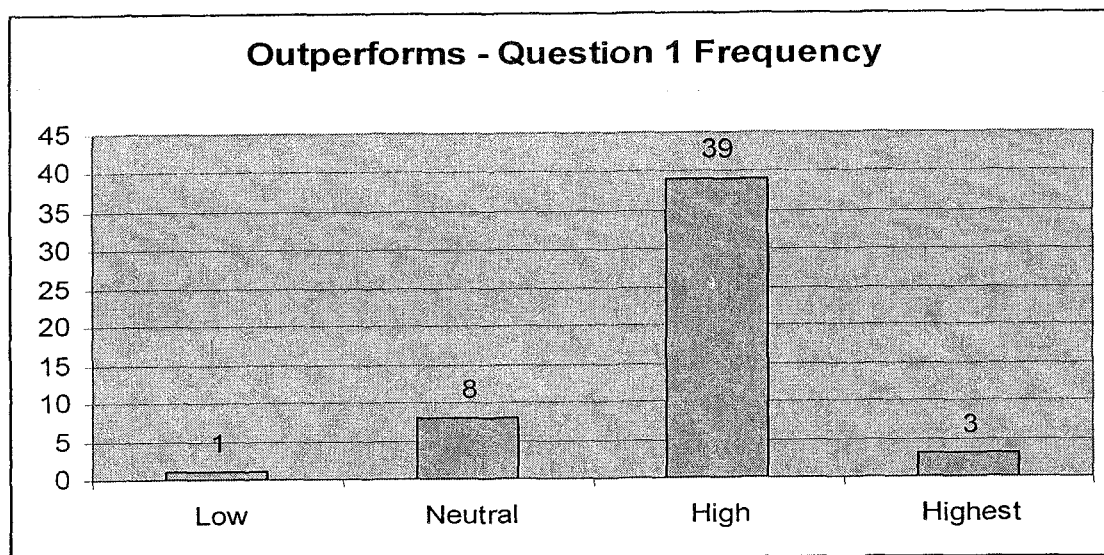


Chart 4.4.1

The chart shows that 39 of the respondents rated themselves as high, 8 neutral, 1 low and 3 highest for the question (Appendix 7.2 Table 18).

**4.4.2 Balances drive between personal recognition and credit and team harmony.**

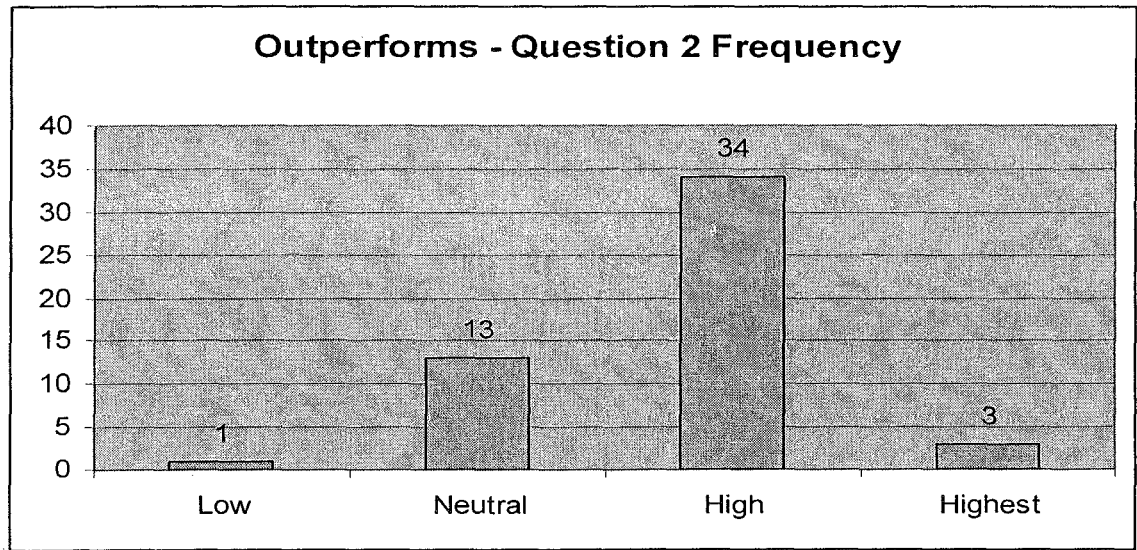


Chart 4.4.2

The chart shows that 34 of the respondents rated themselves as high, 13 neutral, 1 low and 3 highest for the question (Appendix 7.2 Table 19).

**4.4.3 Is motivated, ambitious, results oriented, displays a sense of urgency and is aware of own strengths and limitations**

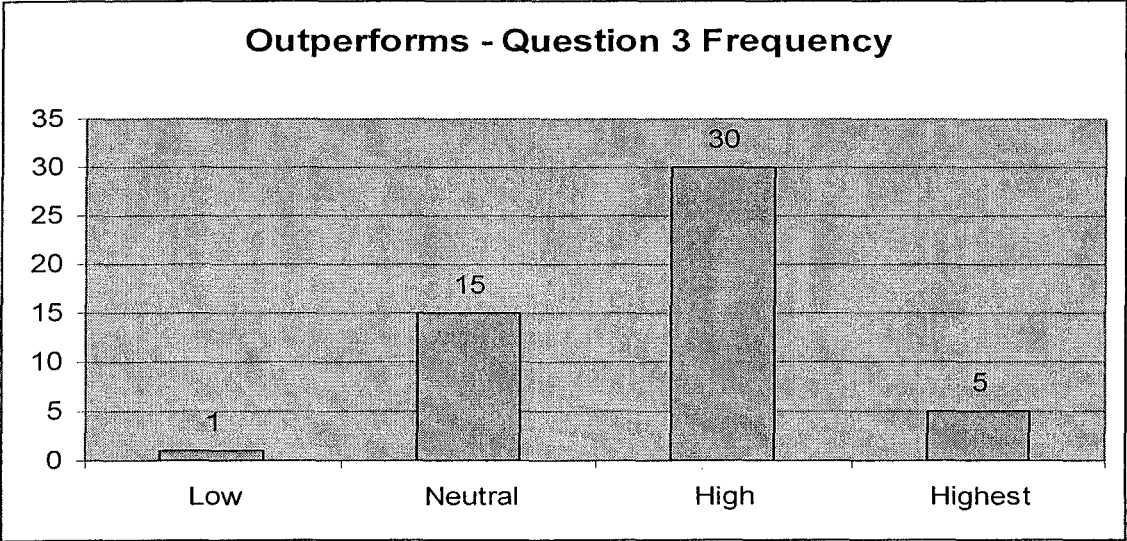


Chart 4.4.3

The chart shows that 30 of the respondents rated themselves as high, 15 neutral, 1 low and 5 highest for the question (Appendix 7.2 Table 20).

#### 4.4.4 Maintains a positive view in the face of setbacks and failure

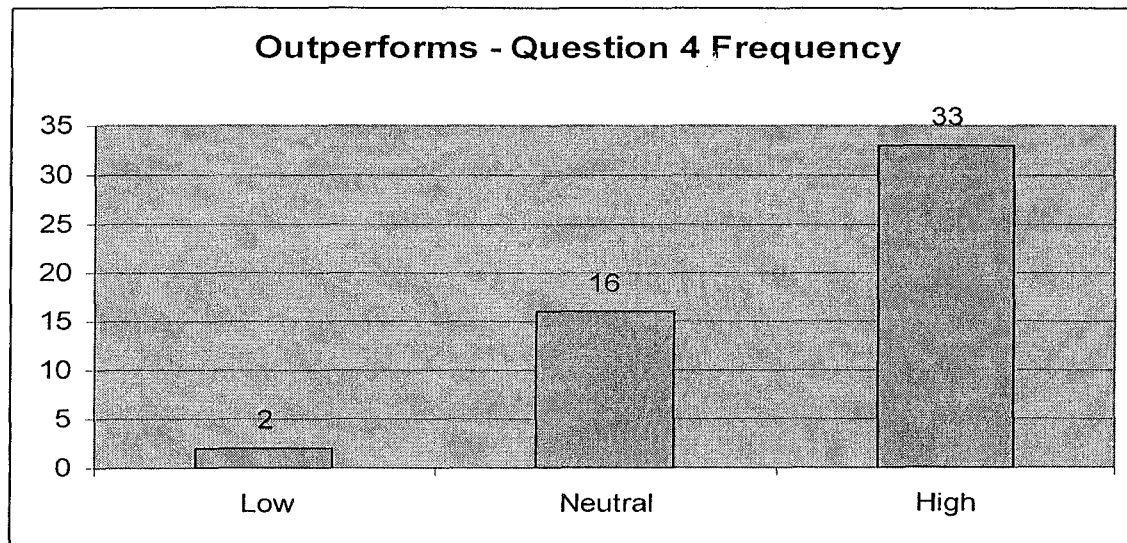


Chart 4.4.4

The chart shows that 33 of the respondents rated themselves as high, 16 neutral and 2 low for the question (Appendix 7.2 Table 21).

#### 4.4.5 Rises to meet the challenge of demanding or difficult situations

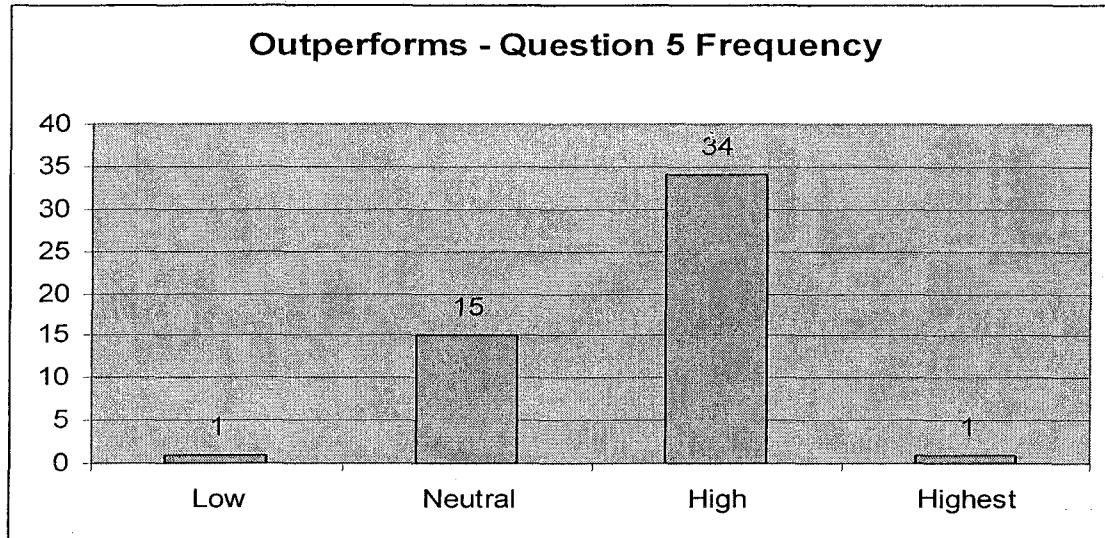


Chart 4.4.5

The chart shows that 33 of the respondents rated themselves as high, 15 neutral, 1 low and 1 highest for the question (Appendix 7.2 Table 22).

**4.4.6 Shows stamina, energy and determination in achieving high standards of performance**

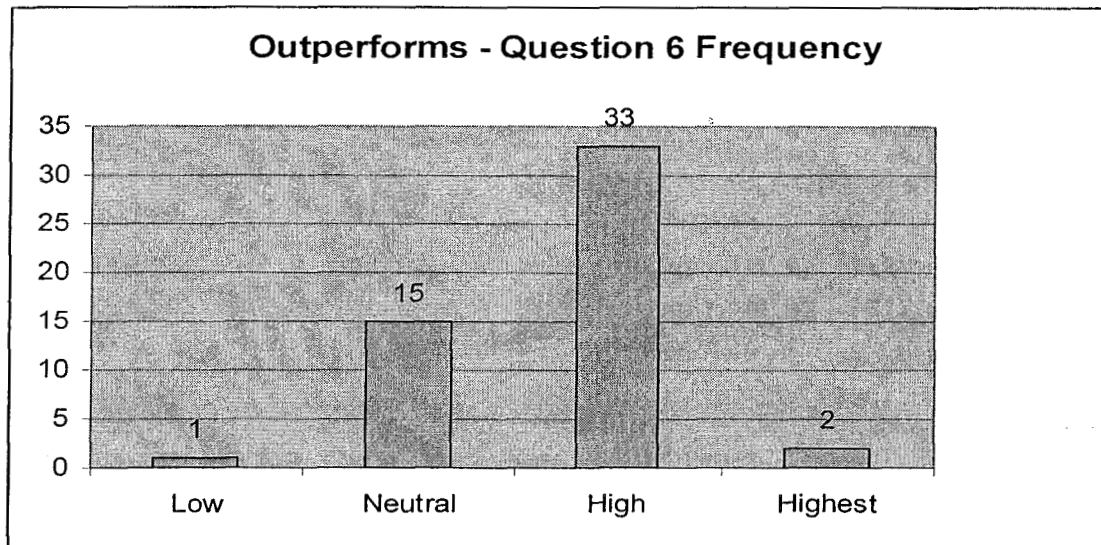


Chart 4.4.6

The chart shows that 33 of the respondents rated themselves as high, 15 neutral, 1 low and 2 highest for the question (Appendix 7.2 Table 23).

**4.4.7 Take setbacks as a challenges and learning opportunities and actively seeks feedback for improvement**

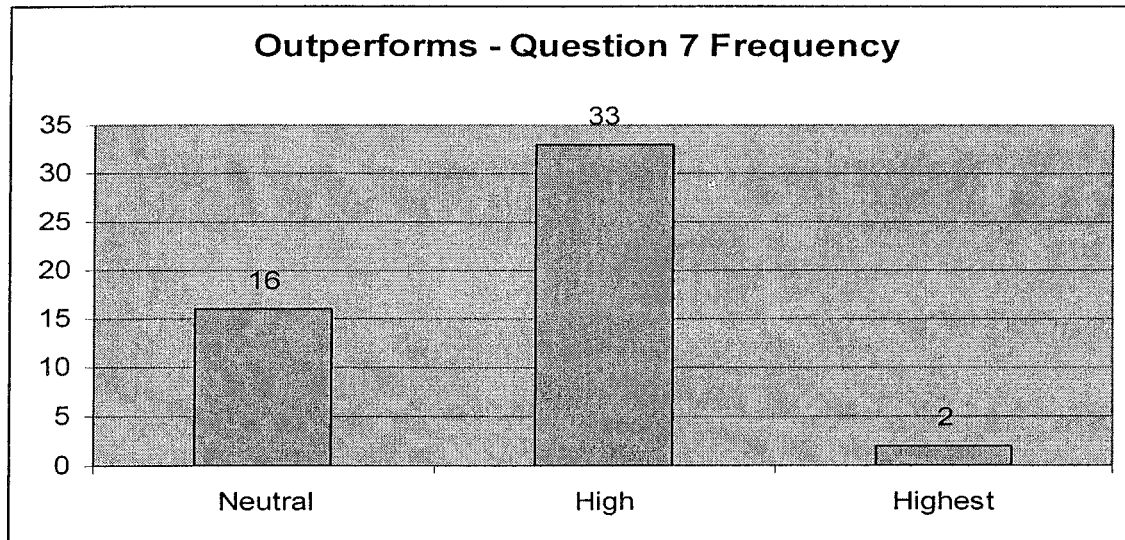


Chart 4.4.7

The chart shows that 33 of the respondents rated themselves as high, 16 neutral and 2 highest for the question (Appendix 7.2 Table 24).

#### 4.4.8 Considers all available and relevant information when making a business decision

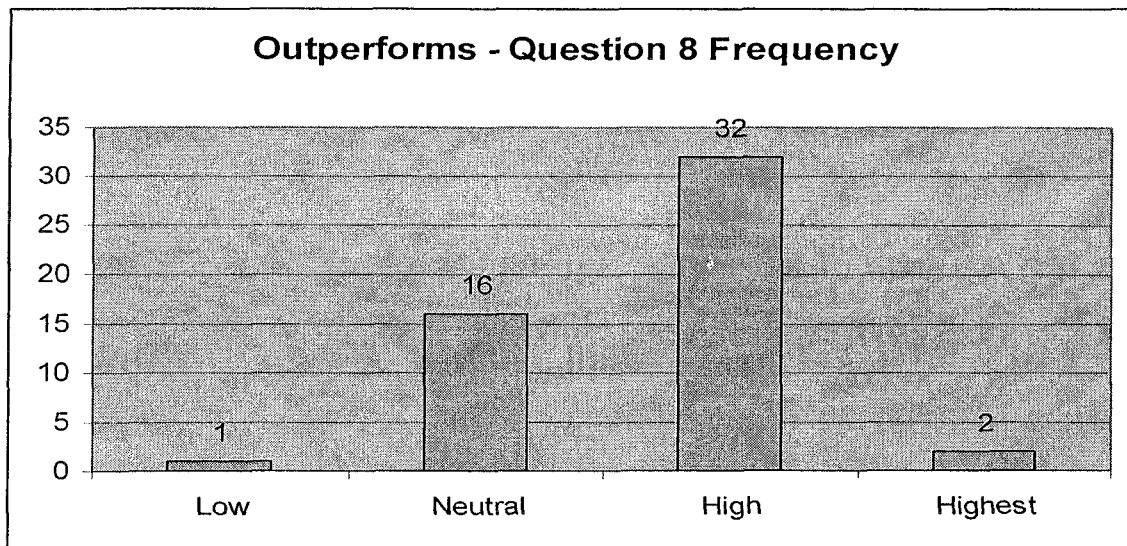


Chart 4.4.8

The chart shows that 32 of the respondents rated themselves as high, 16 neutral, 1 low and 2 highest for the question (Appendix 7.2 Table 25).



#### 4.4.9 Contributes to value creation through idea generation

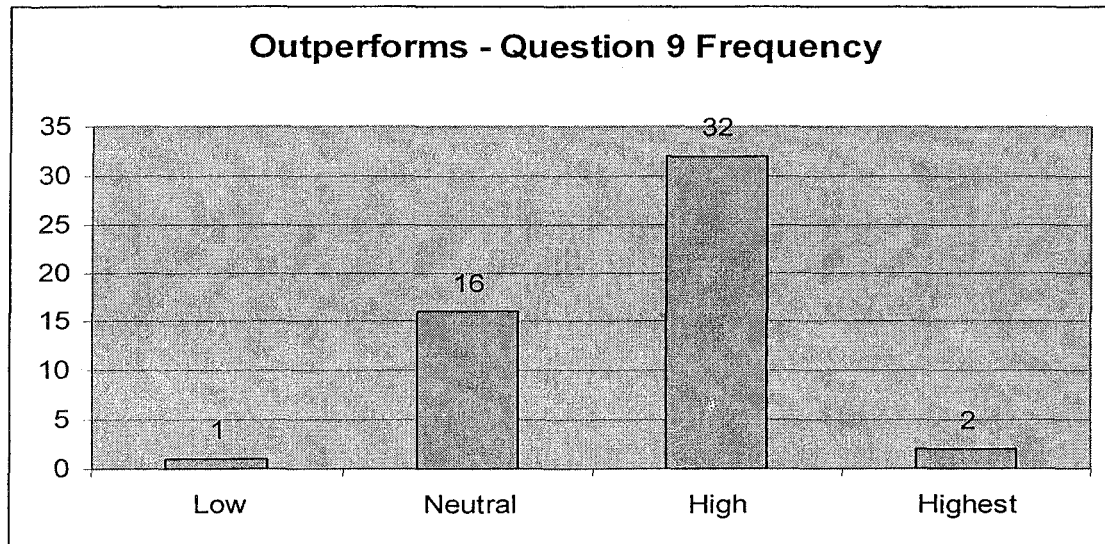


Chart 4.4.9

The chart shows that 32 of the respondents rated themselves as high, 16 neutral, 1 low and 2 highest for the question (Appendix 7.2 Table 26).

**4.4.10 Valuates and creates contingency plans when taking risks**

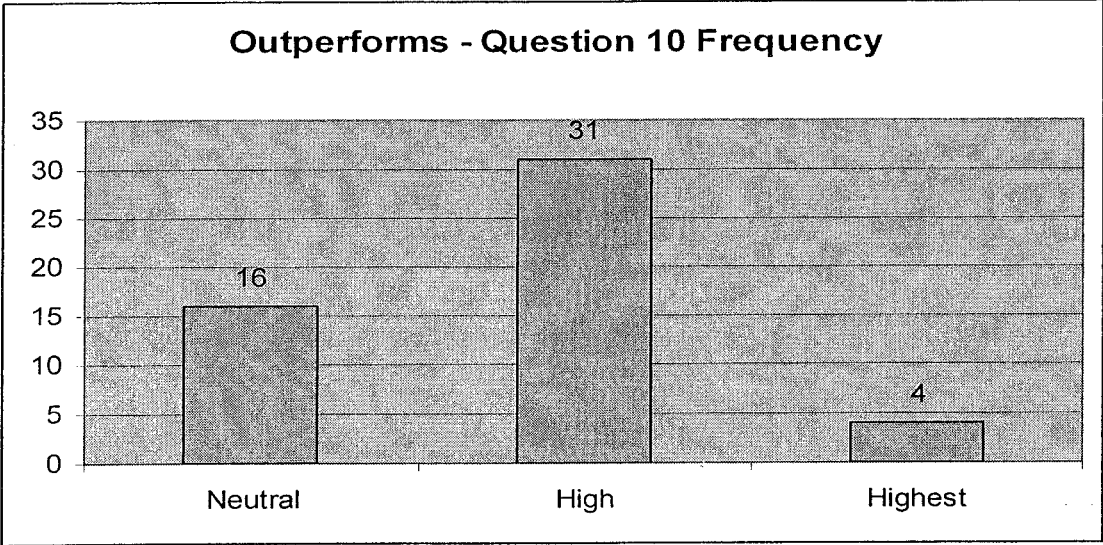


Chart 4.4.10

The chart shows that 31 of the respondents rated themselves as high, 16 neutral and 4 highest for the question (Appendix 7.2 Table 27).

#### 4.4.11 Grasp complexity and sees the connection to other related problems or issues

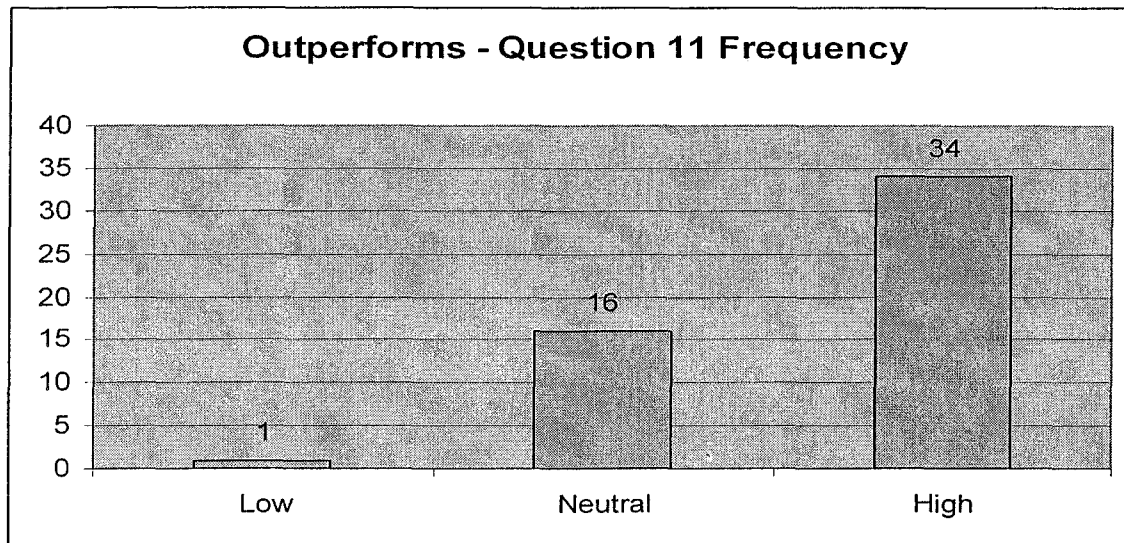


Chart 4.4.11

The chart shows that 34 of the respondents rated themselves as high, 16 neutral and 1 low for the question (Appendix 7.2 Table 28).

**4.4.12 Makes effective decisions based on sound and rational commercial reasoning**

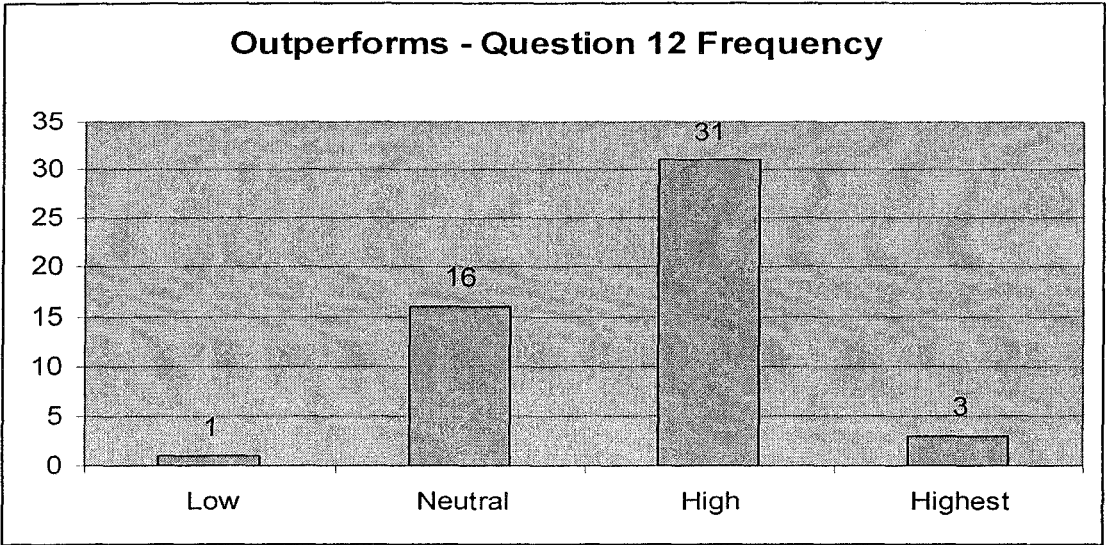


Chart 4.4.12

The chart shows that 31 of the respondents rated themselves as high, 16 neutral, 1 low and 3 highest for the question (Appendix 7.2 Table 29).

**4.4.13 Understands the commercial/financial drivers of the business**

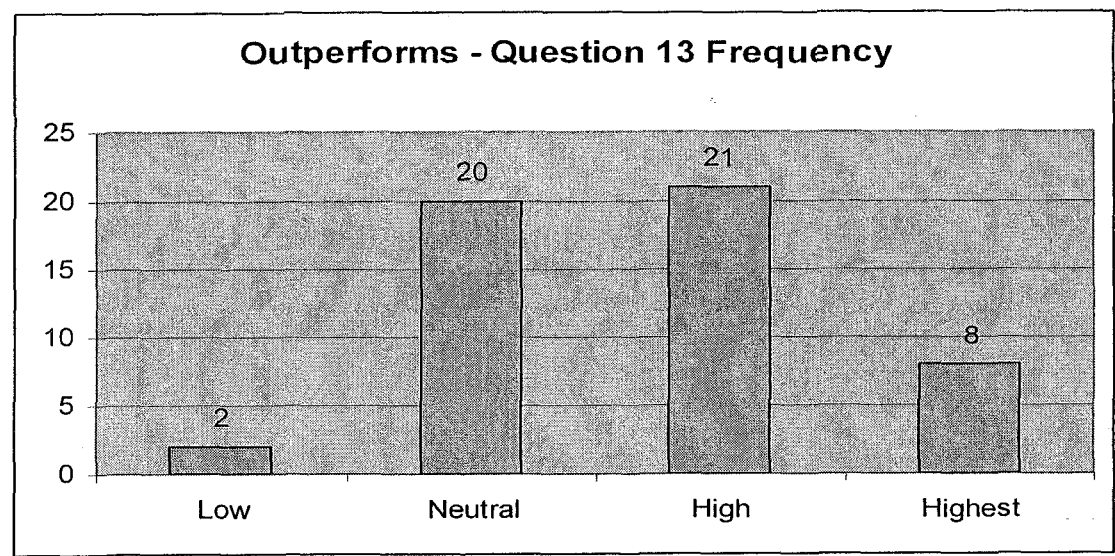


Chart 4.4.13

The chart shows that 21 of the respondents rated themselves as high, 20 neutral, 2 low and 8 highest for the question (Appendix 7.2 Table 30).

#### 4.4.14 Encourages a cooperative team atmosphere/spirit

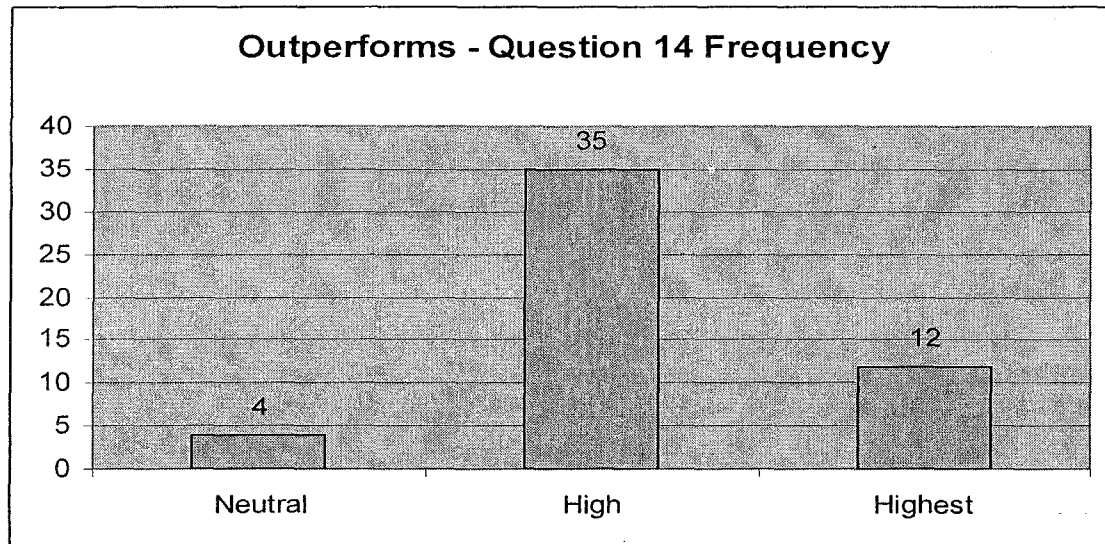


Chart 4.4.14

The chart shows that 35 of the respondents rated themselves as high, 4 neutral and 12 highest for the question (Appendix 7.2 Table 31).

**4.4.15 Helps one another towards achieving shared goals and shows concerns and compassion towards others**

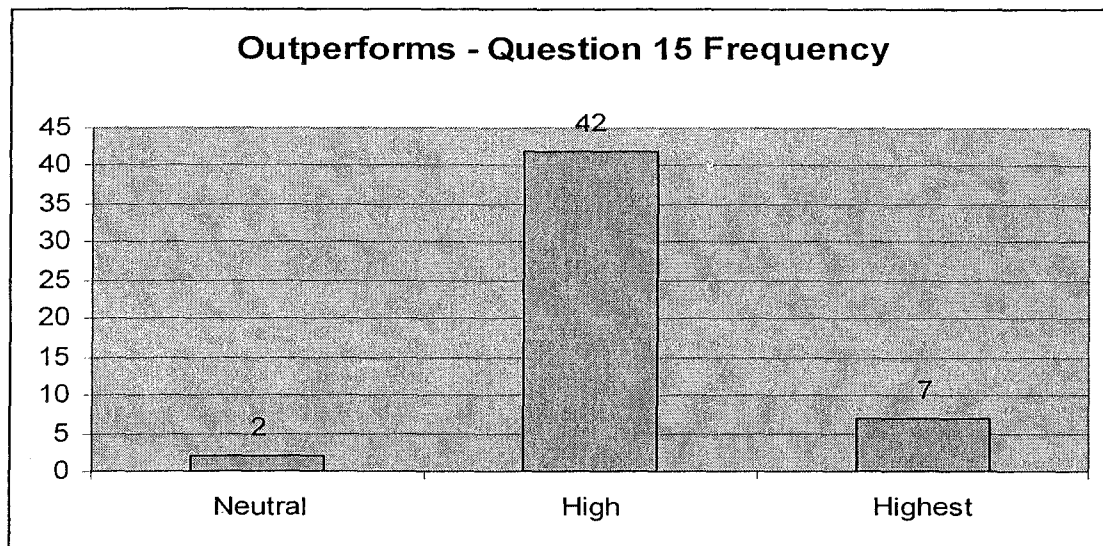


Chart 4.4.15

The chart shows that 42 of the respondents rated themselves as high, 2 neutral and 7 highest for the question (Appendix 7.2 Table 31).

**4.4.16 Sets an example of good teamwork through own actions**

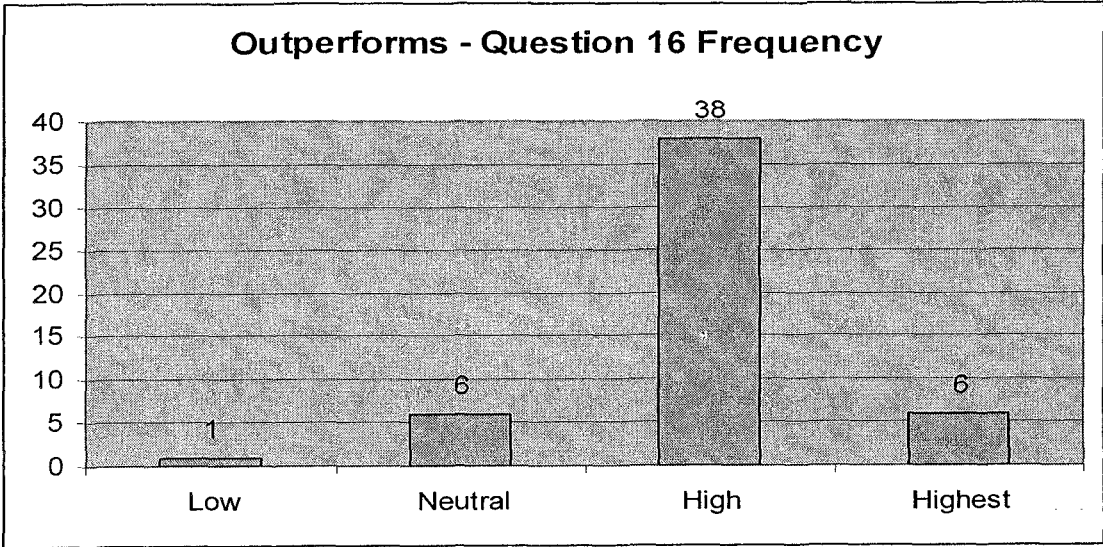


Chart 4.4.16

The chart shows that 38 of the respondents rated themselves as high, 6 neutral, 1 low and 6 highest for the question (Appendix 7.2 Table 33).



**4.4.17 Shows a willingness to learn from others, respects their strengths and limitations, genuinely valuing their participation, input and expertise**

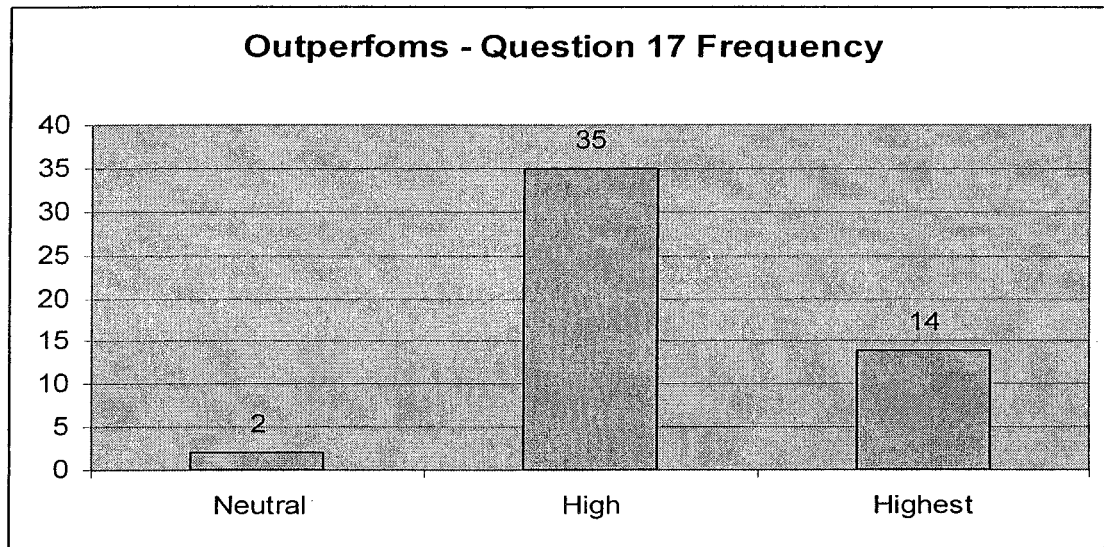


Chart 4.4.17

The chart shows that 35 of the respondents rated themselves as high, 2 neutral and 14 highest for the question (Appendix 7.2 Table 34).

#### 4.4.18 Supports the team's decisions even if not in full agreement

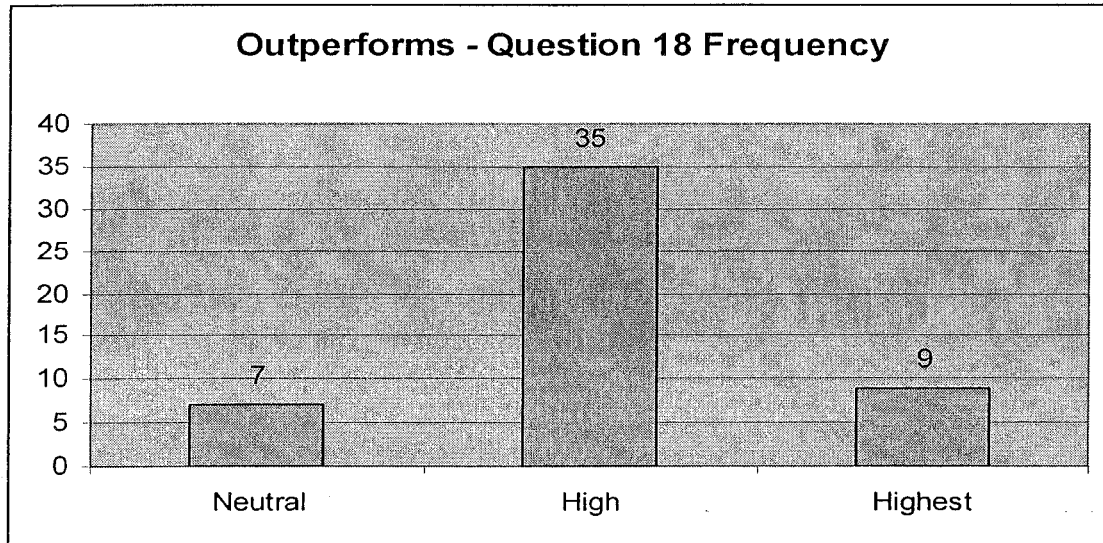


Chart 4.4.18

The chart shows that 35 of the respondents rated themselves as high, 7 neutral and 9 highest for the question (Appendix 7.2 Table 35).

#### 4.4.19 Delivers clear, convincing and well organized presentations

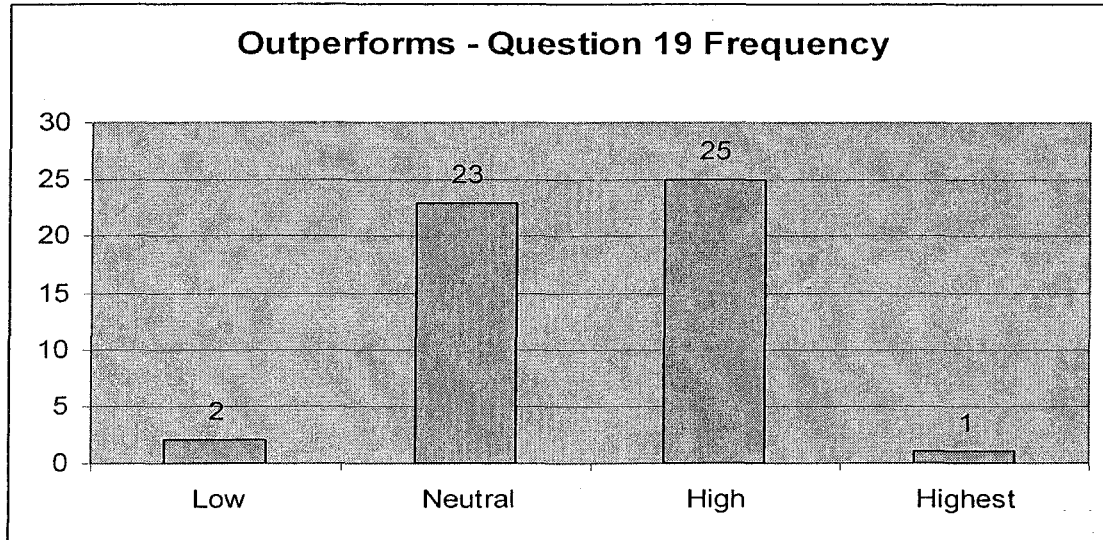


Chart 4.4.19

The chart shows that 25 of the respondents rated themselves as high, 23 neutral, 2 low and 1 highest for the question (Appendix 7.2 Table 36).

#### 4.4.20 Projects a credible and positive image

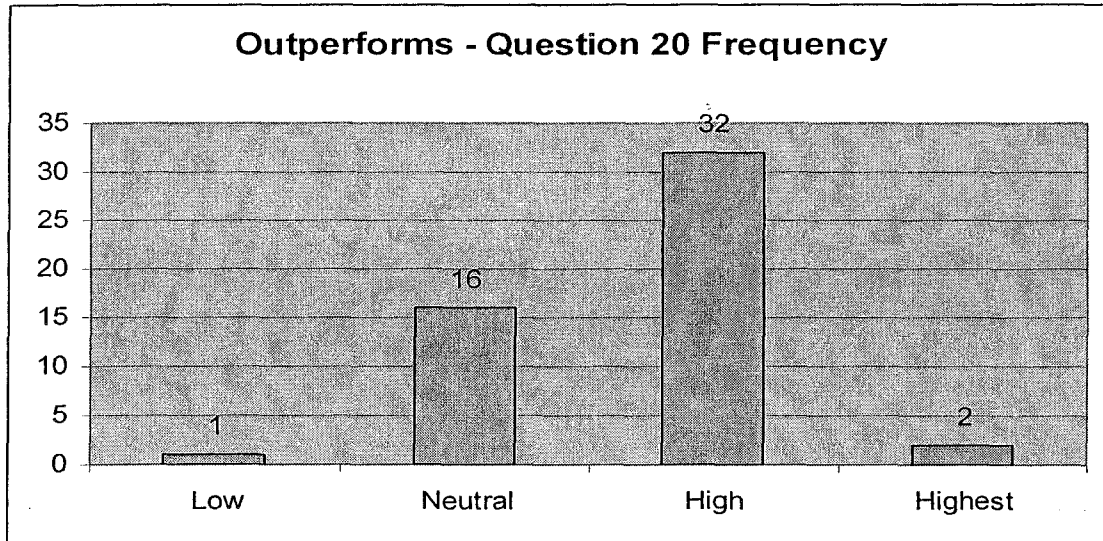


Chart 4.4.20

The chart shows that 32 of the respondents rated themselves as high, 16 neutral, 1 low and 2 highest for the question (Appendix 7.2 Table 37).

**4.4.21 Shows poise even in highly visible and adversarial situations**

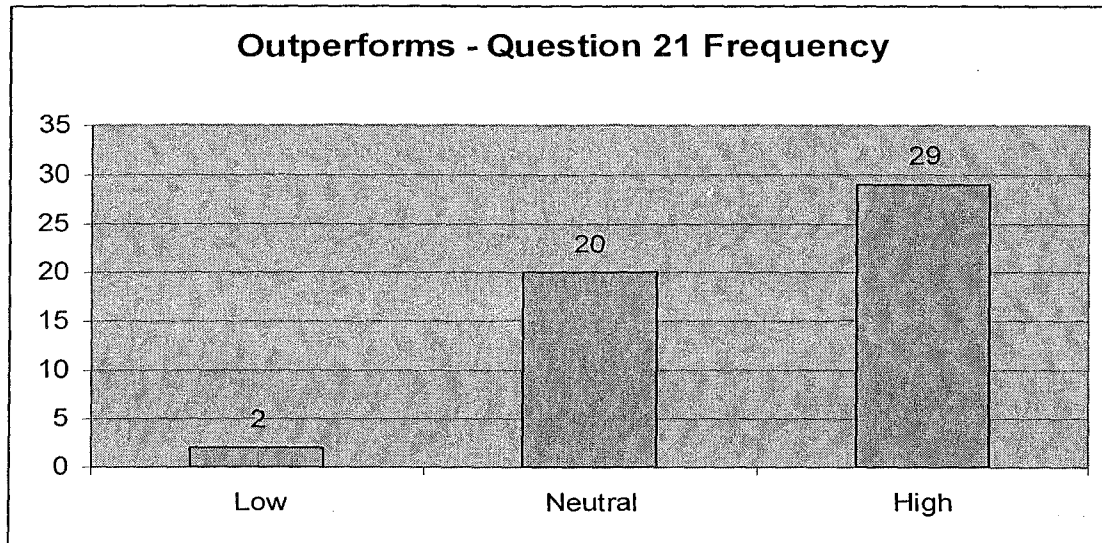


Chart 4.4.21

The chart shows that 29 of the respondents rated themselves as high, 20 neutral and 2 low for the question (Appendix 7.2 Table 38).

#### 4.4.22 Uses different type of strategies to influence others

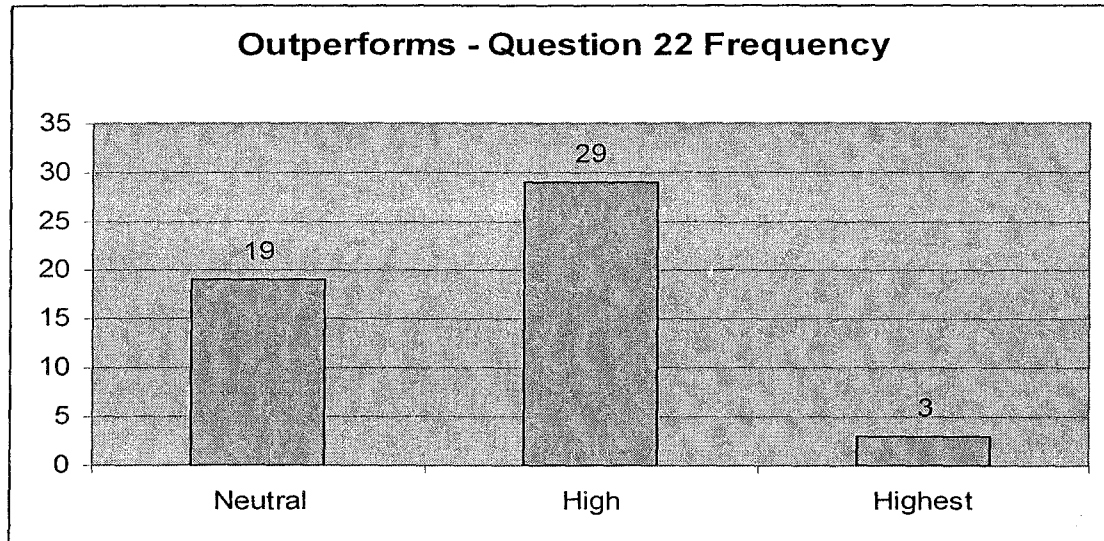


Chart 4.4.22

The chart shows that 29 of the respondents rated themselves as high, 19 neutral and 3 highest for the question (Appendix 7.2 Table 39).

#### 4.4.23 Works through conflicts and negotiates to "win-win" situations

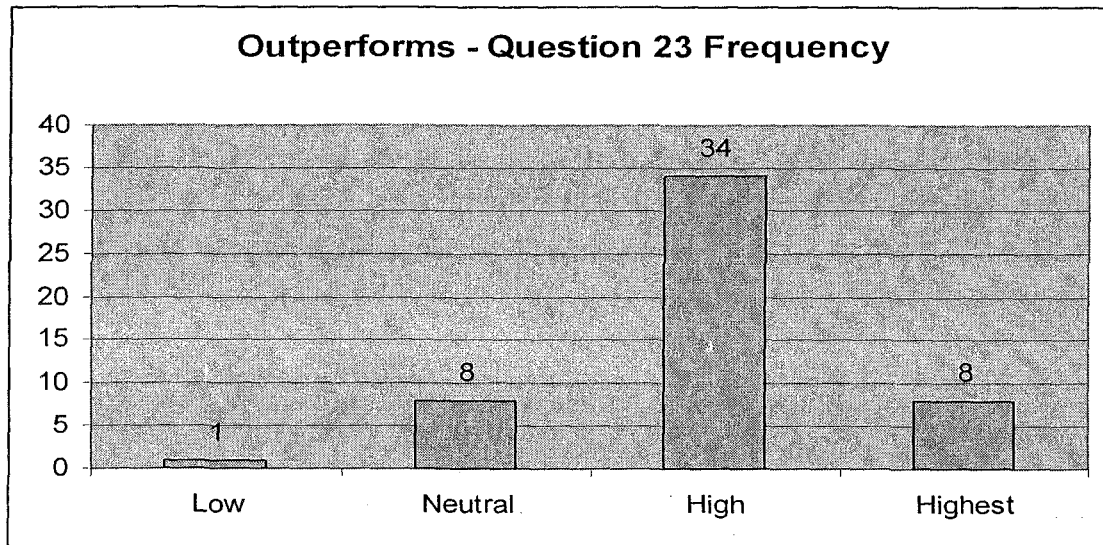


Chart 4.4.23

The chart shows that 34 of the respondents rated themselves as high, 8 neutral, 1 low and 8 highest for the question (Appendix 7.2 Table 40).

**4.4.24 Builds and maintains an active network of relationships inside and outside of the organization**

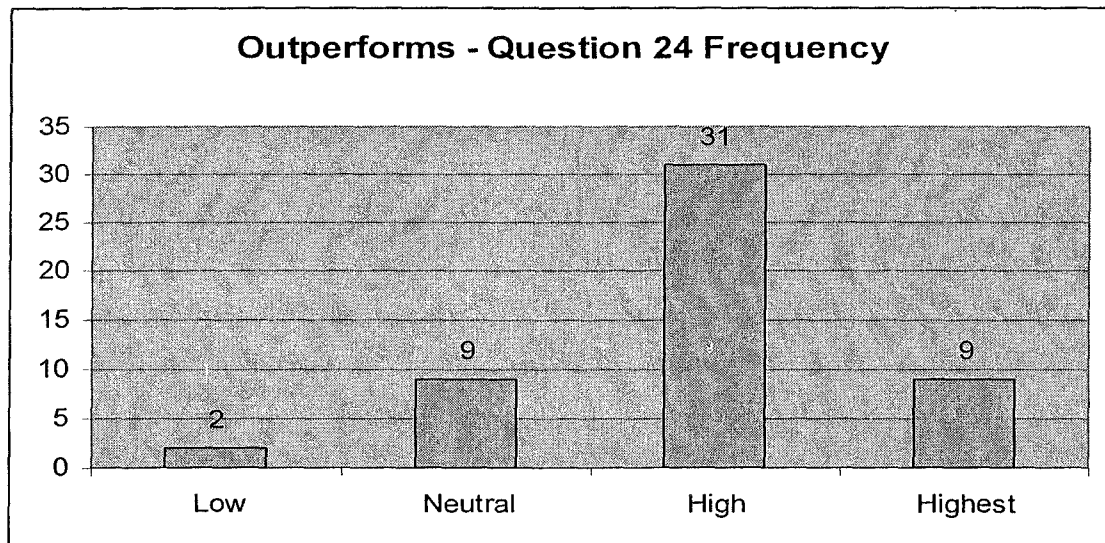


Chart 4.4.24

The chart shows that 31 of the respondents rated themselves as high, 9 neutral, 2 low and 9 highest for the question (Appendix 7.2 Table 41).



#### 4.4.25 Constantly looks for opportunities to make useful new contacts

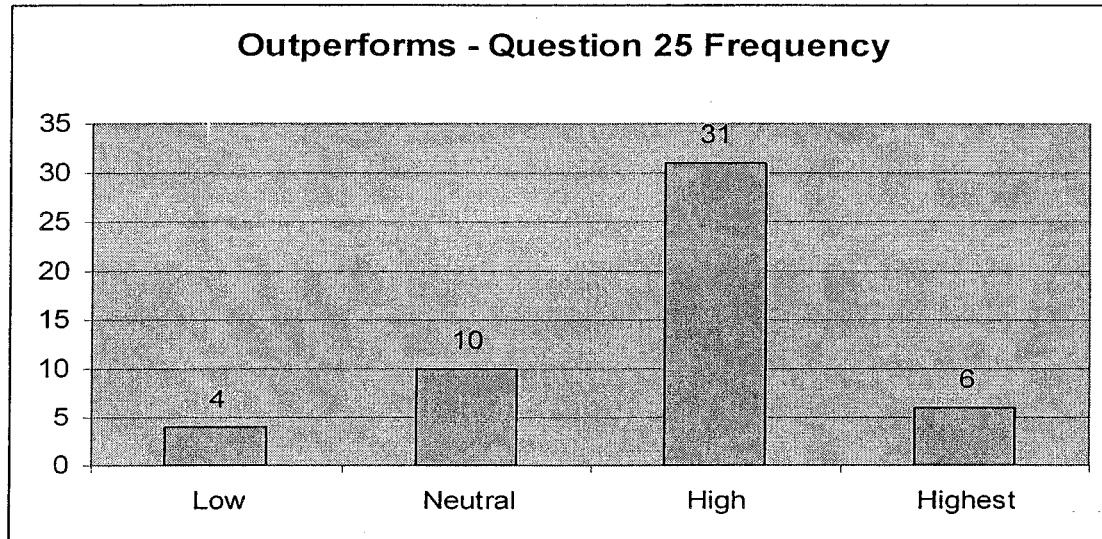


Chart 4.4.25

The chart shows that 31 of the respondents rated themselves as high, 10 neutral, 4 low and 6 highest for the question (Appendix 7.2 Table 42).

**4.4.26 Relates well to people at all levels**

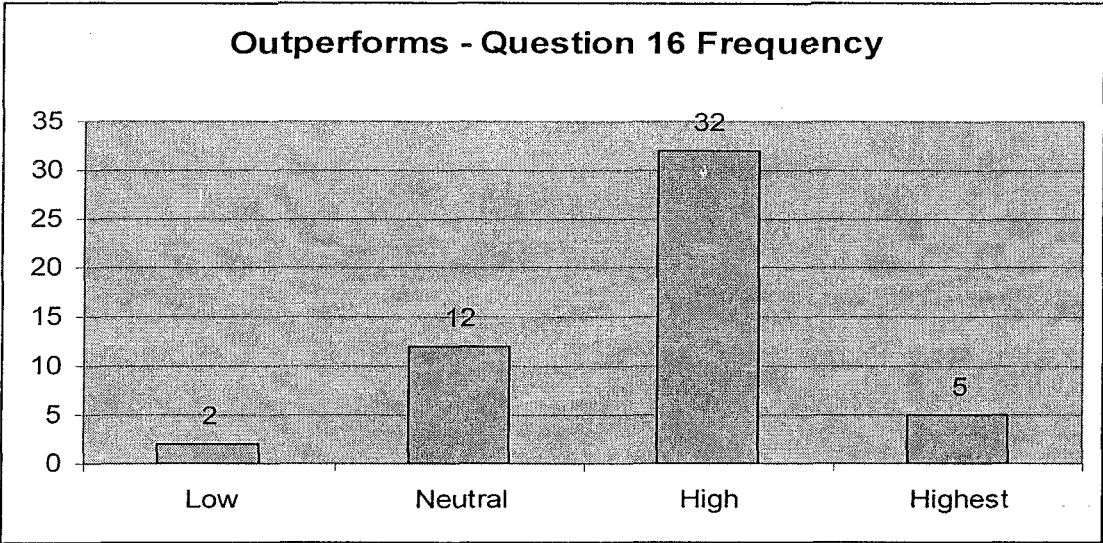


Chart 4.4.26

The chart shows that 32 of the respondents rated themselves as high, 12 neutral, 2 low and 5 highest for the question (Appendix 7.2 Table 43).

**4.4.27 Sees relationship, networking and rapport as a fundamental business/operational resources**

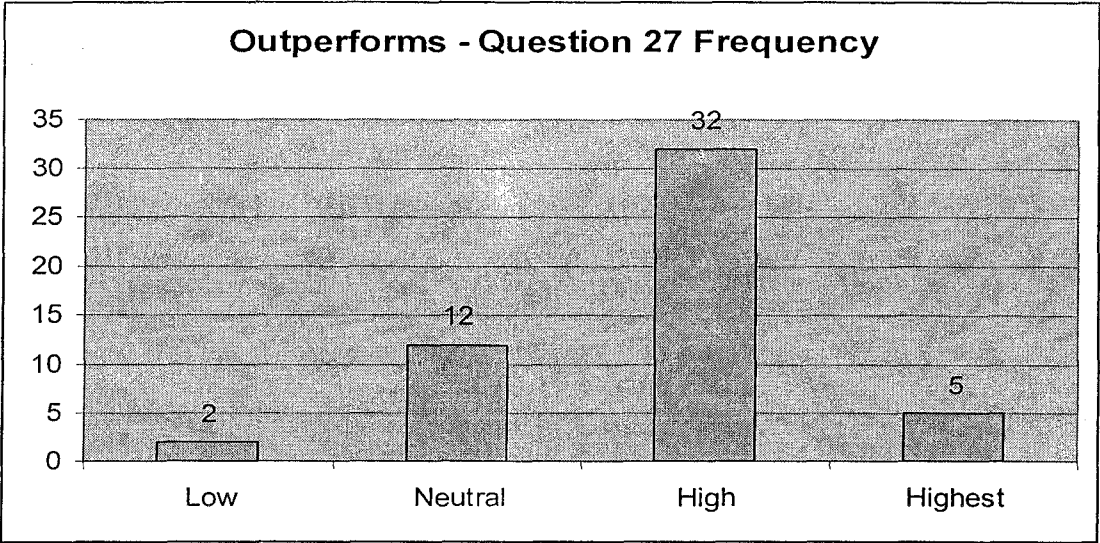


Chart 4.4.27

The chart shows that 32 of the respondents rated themselves as high, 12 neutral, 2 low and 5 highest for the question (Appendix 7.2 Table 44).

#### **4.4.28 Linear Regression Analysis for Outperforms Dimension**

In running the linear regression between all the twenty seven (27) questions under the Outperforms variable, the  $R^2$  score is 0.846 which shows that the variables for the Outperforms explain around 85% of the effects on the Outperforms dimension (Appendix 7.2 Table OP1).

In terms of the coefficient score, this shows the strength of each variable in impacting the Outperforms variable. The score is 0.029, -0.146, 0.038, 0.025, 0.069, -0.035, -0.041, 0.358, 0.132, 0.069, -0.076, 0.042, -0.041, -0.120, 0.265, 0.001, 0.174, -0.062, -0.107, 0.022, 0.098, 0.123, 0.178, 0.127, -0.116, 0.105 and -0.074 respectively to each of the twenty seven (27) questions with reference to the Behaves as Owner variable (Appendix 7.2 Table OP3).

#### **4.5 Inspires Followers**

H4: There is a significant correlation between Leadership Competencies and 'Inspires Followers'. The competencies under this dimension are Strategic Orientation and Upholding Values.

- Contributes to the setting of overall business objectives and strategies relevant to own work unit.
- Demonstrates an understanding of PETRONAS business within the context of industry.
- Develops clear, practical approaches to meet future objectives

- Makes effort that own work supports organizational objectives
- Take responsibility of the consequences and impact of actions

#### Upholding Values

- Accepts responsibility for own actions, including mistakes and problems, and takes corrective action(s)
- Acts in a way that is consistent with both personal and organizational values
- Considers ethical issues when making decisions
- Maintains high ethical and professional standards without being overly rigid or inflexible
- Treats others with respect and honesty

The charts below show the frequency of scores for each of the question under the Inspire Followers variable. This is then followed by the Linear Regression Analysis to determine the relationship for all the variables under the Inspire Followers dimension.

**4.5.1 Contributes to the setting of overall business objectives and strategies relevant to own work unit.**

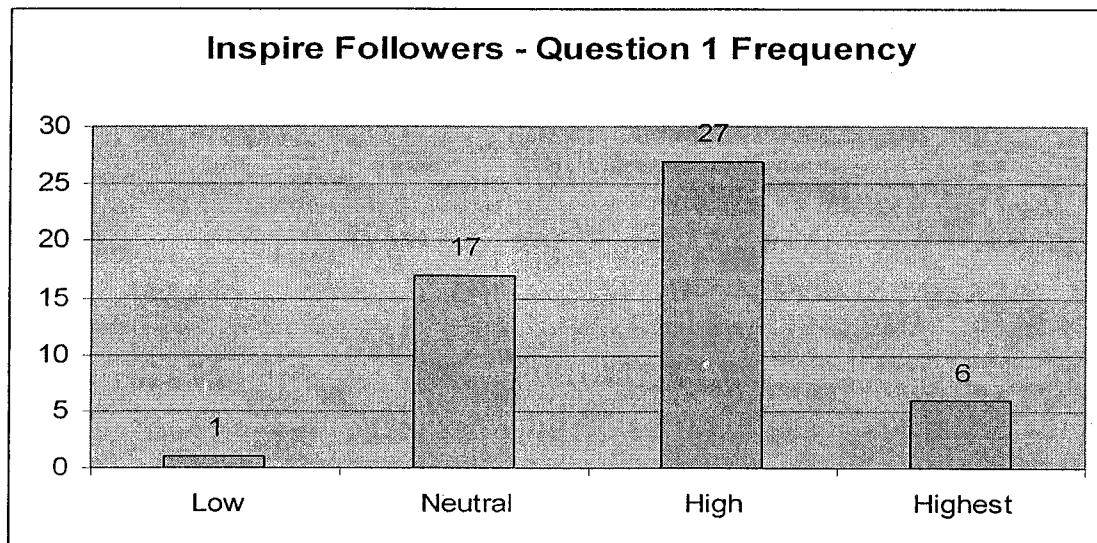


Chart 4.5.1

The chart shows that 27 of the respondents rated themselves as high, 17 neutral, 1 low and 6 highest for the question (Appendix 7.2 Table 45).

**4.5.2 Demonstrates an understanding of PETRONAS business within the context of industry.**

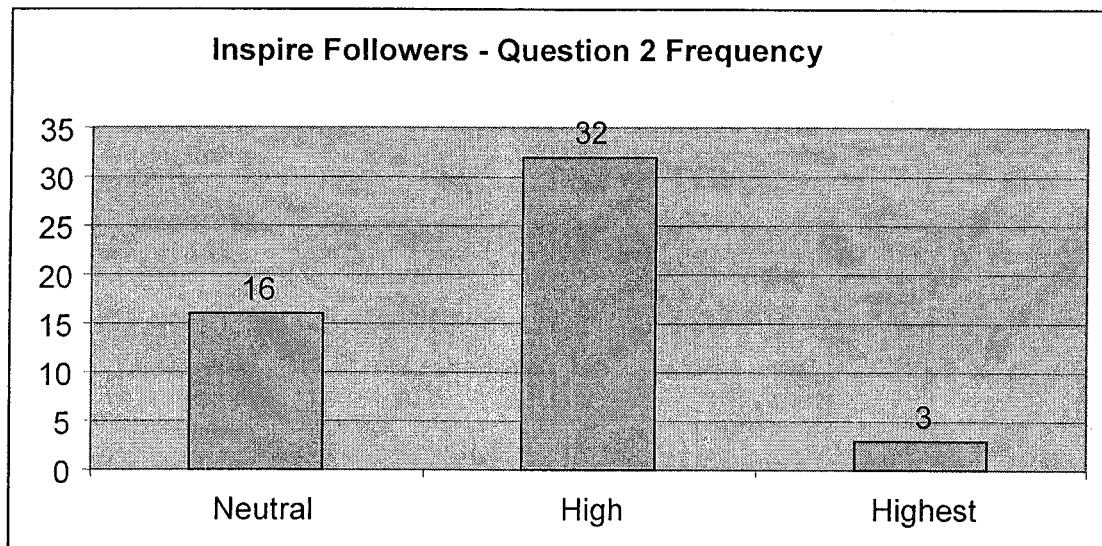


Chart 4.5.2

The chart shows that 32 of the respondents rated themselves as high, 16 neutral and 3 highest for the question (Appendix 7.2 Table 46).

**4.5.3 Develops clear, practical approaches to meet future objectives**

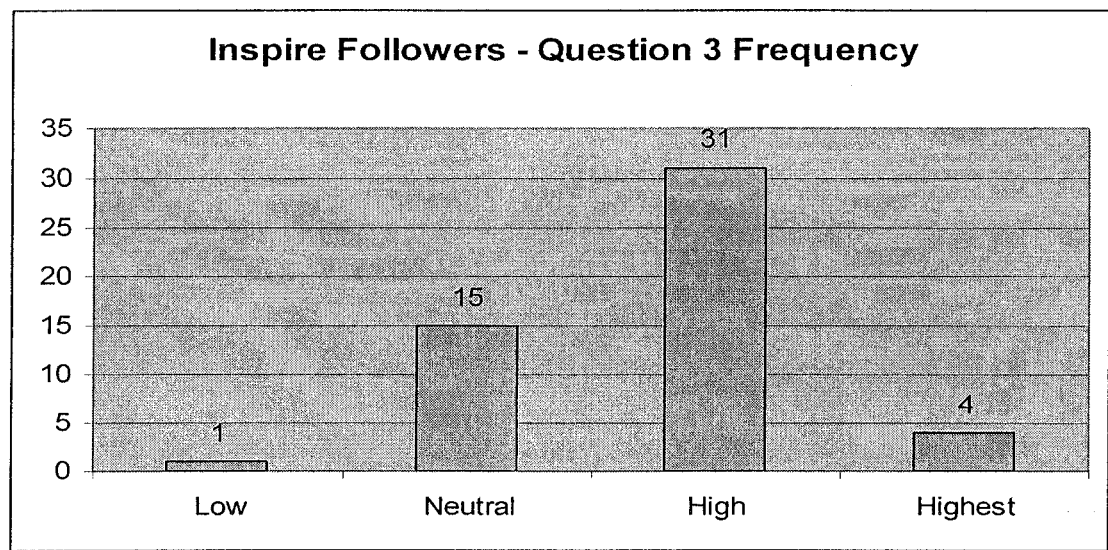


Chart 4.5.3

The chart shows that 31 of the respondents rated themselves as high, 15 neutral, 1 low and 4 highest for the question (Appendix 7.2 Table 47).



#### 4.5.4 Makes effort that own work supports organizational objectives

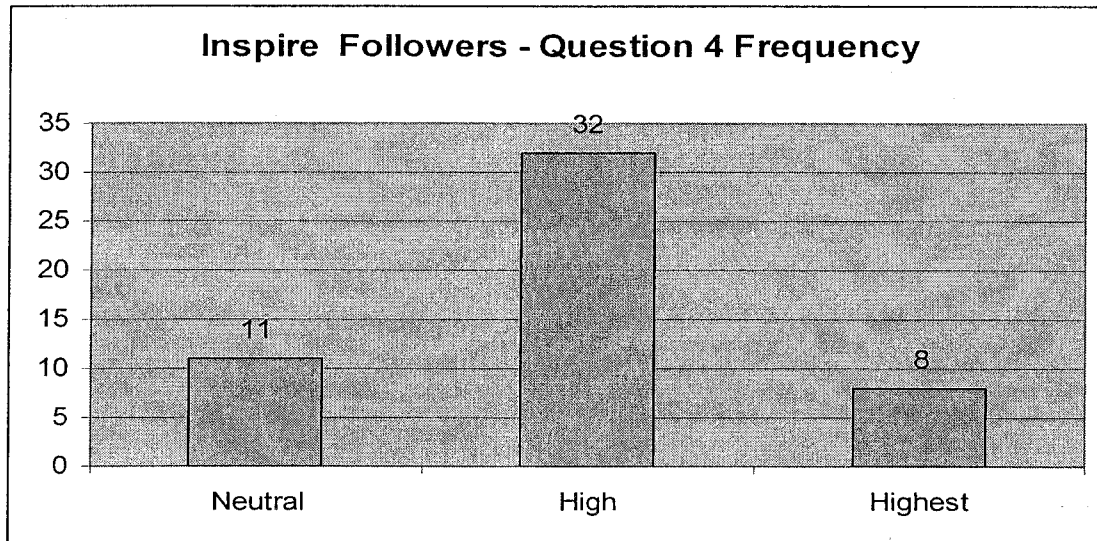


Chart 4.5.4

The chart shows that 32 of the respondents rated themselves as high, 11 neutral and 8 highest for the question (Appendix 7.2 Table 48).

#### 4.5.5 Take responsibility of the consequences and impact of actions

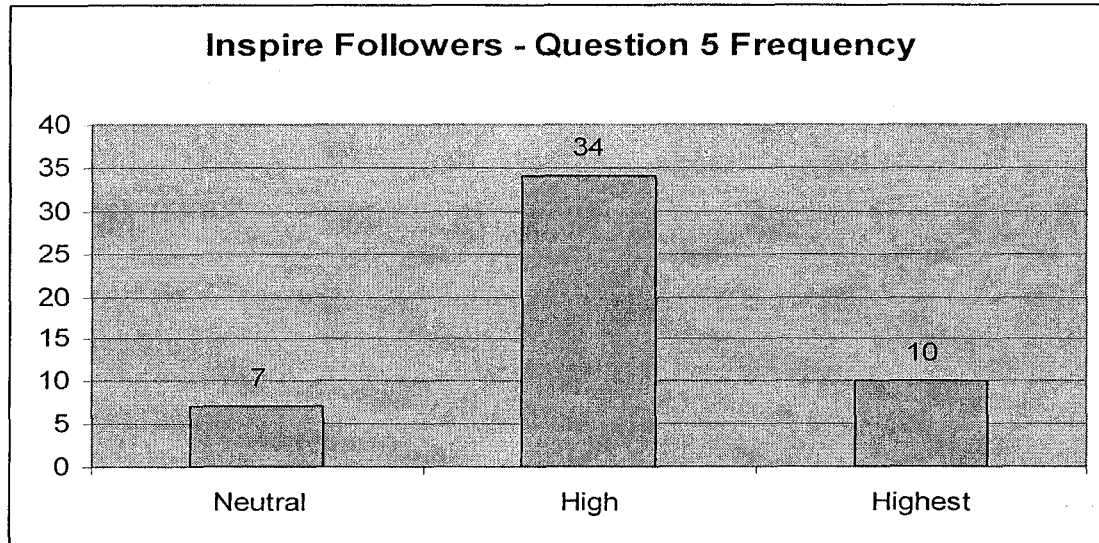


Chart 4.5.5

The chart shows that 34 of the respondents rated themselves as high, 7 neutral and 10 highest for the question (Appendix 7.2 Table 49).

**4.5.6 Accepts responsibility for own actions, including mistakes and problems, and takes corrective action(s)**

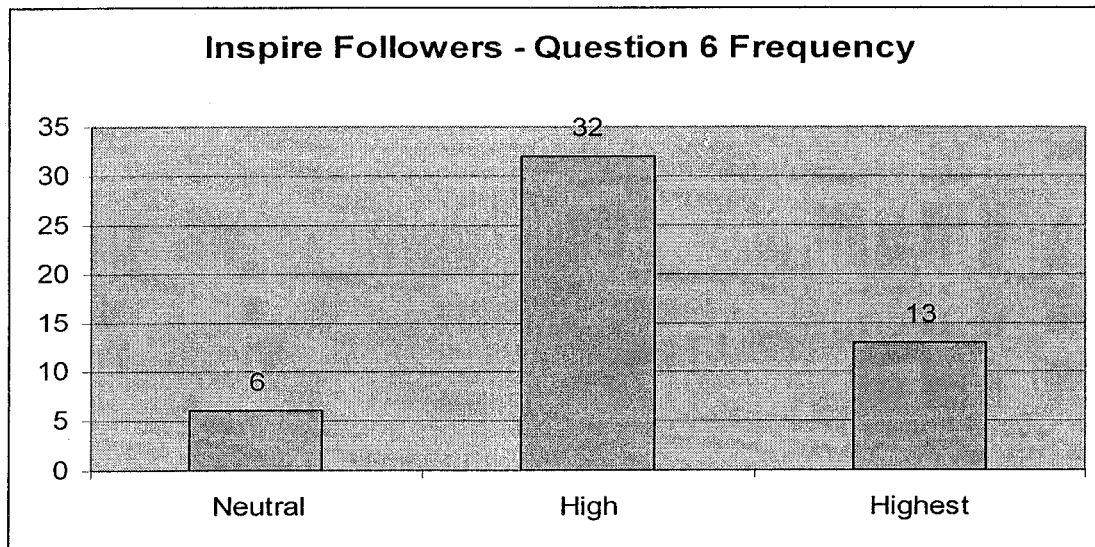


Chart 4.5.6

The chart shows that 32 of the respondents rated themselves as high, 6 neutral and 13 highest for the question (Appendix 7.2 Table 50).

**4.5.7 Acts in a way that is consistent with both personal and organizational values**

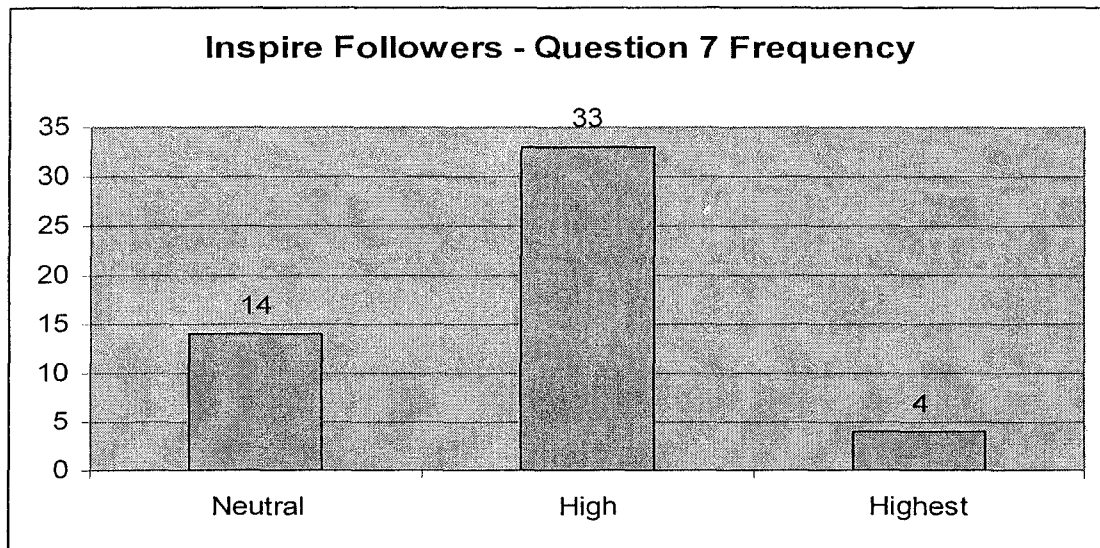


Chart 4.5.7

The chart shows that 33 of the respondents rated themselves as high, 14 neutral and 4 highest for the question (Appendix 7.2 Table 51).

#### 4.5.8 Considers ethical issues when making decisions

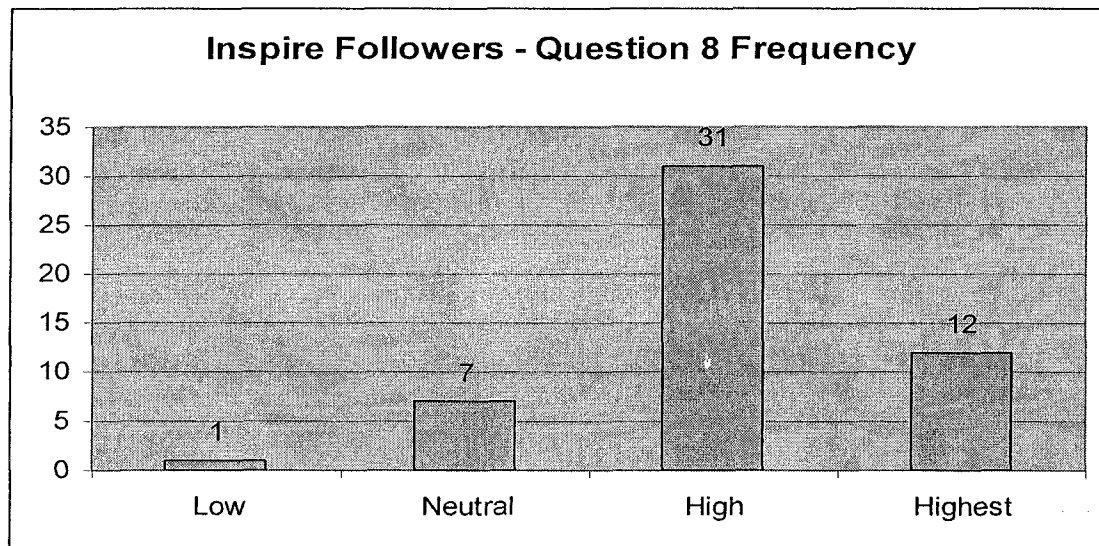


Chart 4.5.8

The chart shows that 31 of the respondents rated themselves as high, 7 neutral, 1 low and 12 highest for the question (Appendix 7.2 Table 52).

**4.5.9 Maintains high ethical and professional standards without being overly rigid or inflexible**

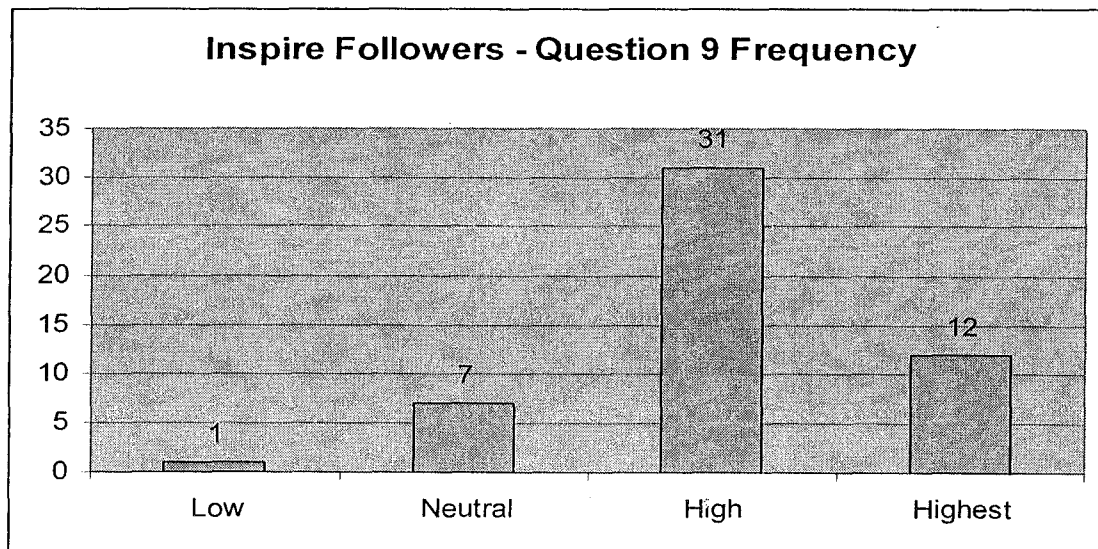


Chart 4.5.9

The chart shows that 31 of the respondents rated themselves as high, 7 neutral, 1 low and 12 highest for the question (Appendix 7.2 Table 53).

#### 4.5.10 Treats others with respect and honesty

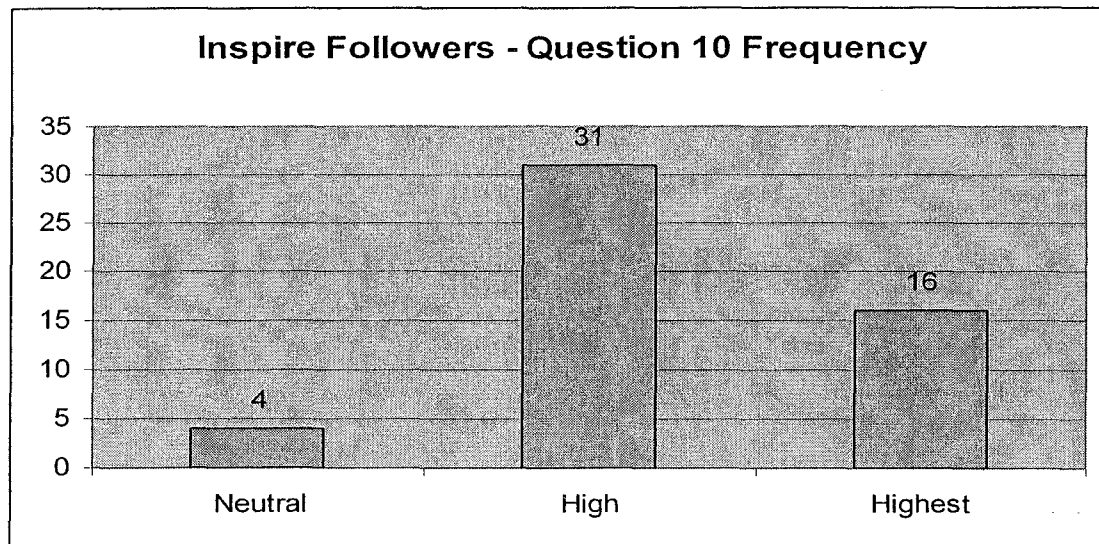


Chart 4.5.10

The chart shows that 31 of the respondents rated themselves as high, 4 neutral and 16 highest for the question (Appendix 7.2 Table 54).

#### 4.5.11 Linear Regression Analysis for the Inspires Followers Dimension

In running the linear regression between all the ten (10) questions under the Inspires Followers variable, the  $R^2$  score is 0.796 which shows that the variables for the Outperforms explain around 79% of the effects on the Inspires Followers dimension (Appendix 7.2 Table IP1).

In terms of the coefficient score, this shows the strength of each variable in impacting the Inspires Followers variable. The score is 0.070, 0.188, 0.271, 0.061, 0.107, - 0.043, 0.078, 0.004, 0.237 and 0.165 respectively to each of the ten (10) questions with reference to the Inspires Followers variable (Appendix 7.2 Table IP3).

## 4.6 Leadership Dimension

H5: There is a significant correlation between Leadership Competencies with Behaves as Owner, Outperforms, Inspire Followers and Develop Others.

The first part of the analysis for this section is to show the frequency of each dimension under the Leadership variable. The Linear Regression Analysis is then conducted to determine the significance of each variable to the Leadership Competency Dimension.

### 4.6.1 Behaves as Owner

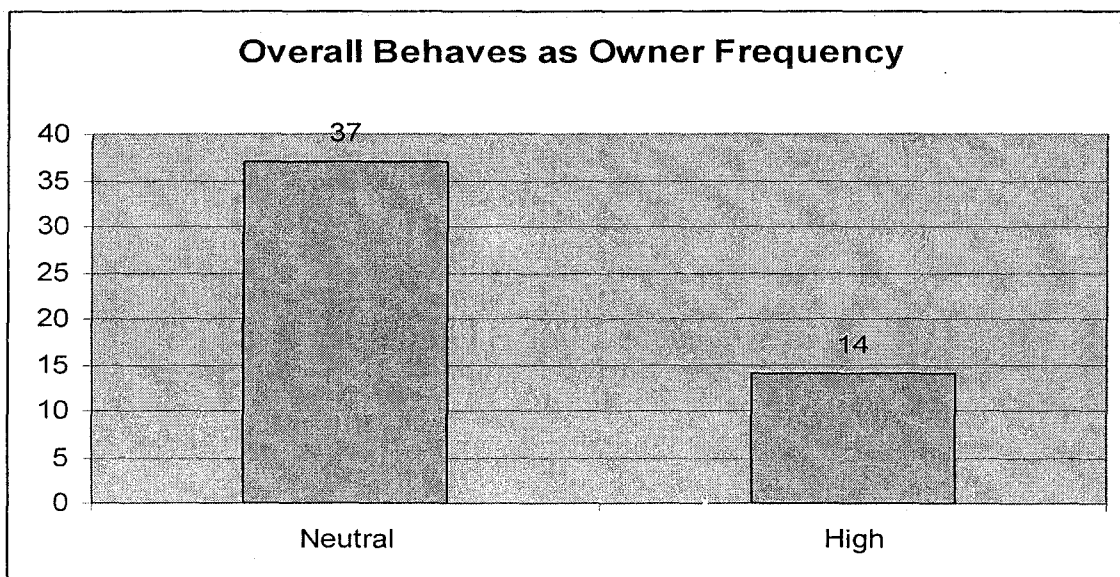


Chart 4.6.1



The chart shows that 14 of the respondents rated themselves as high and 37 neutral and 14 high for the overall frequency (Appendix 7.2 Table 55).

#### 4.6.2 Outperforms

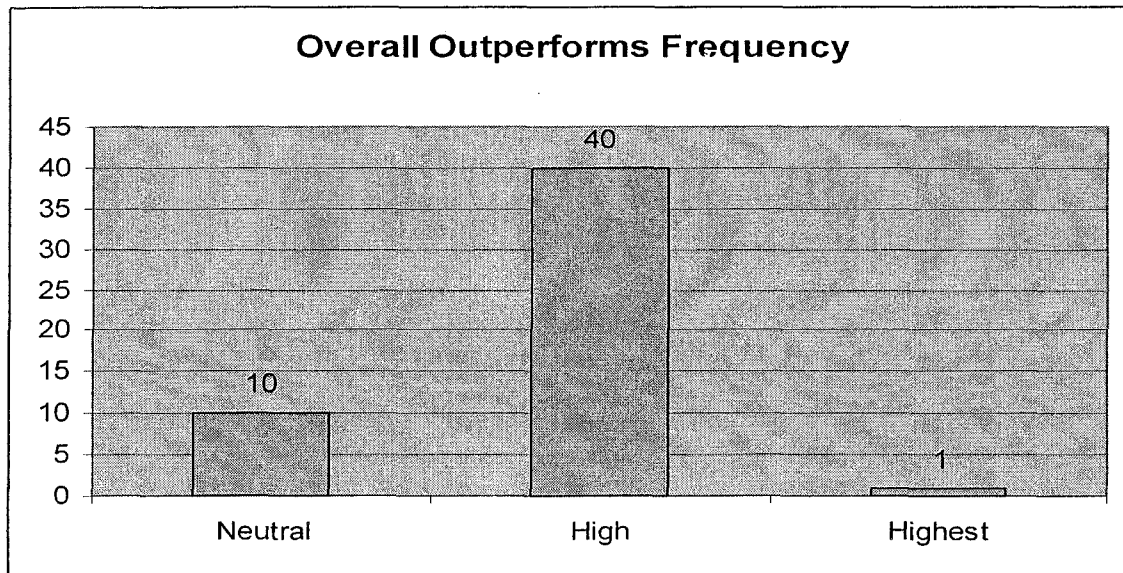


Chart 4.6.2

The chart shows that 40 of the respondents rated themselves as high, 10 neutral and 1 highest for the overall frequency (Appendix 7.2 Table 56).

### 4.6.3 Inspire Followers

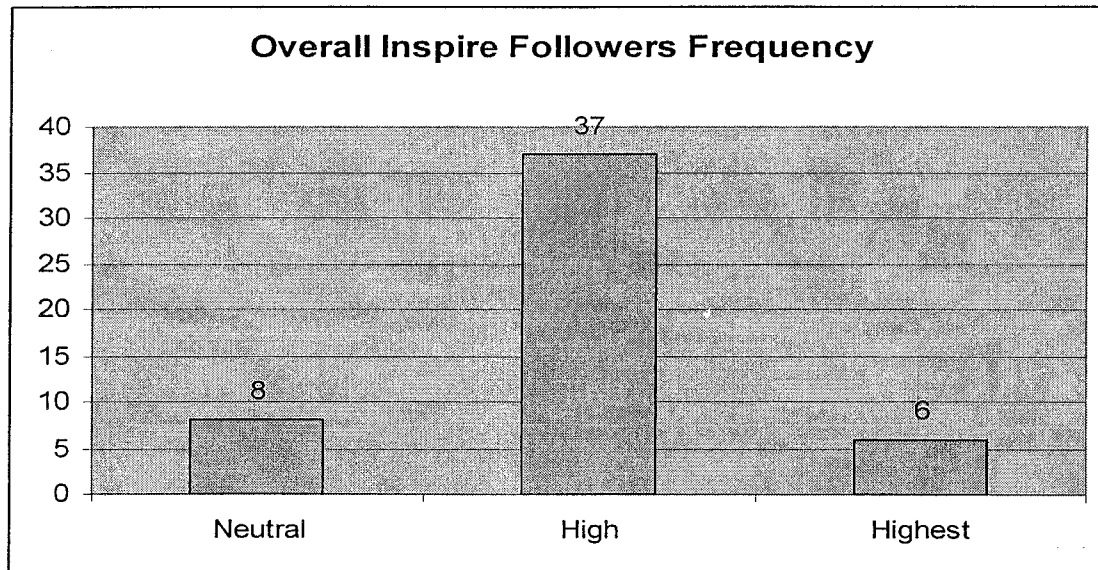


Chart 4.6.3

The chart shows that 37 of the respondents rated themselves as high, 8 neutral and 6 highest for the overall frequency (Appendix 7.2 Table 57).

#### 4.6.4 Develops People

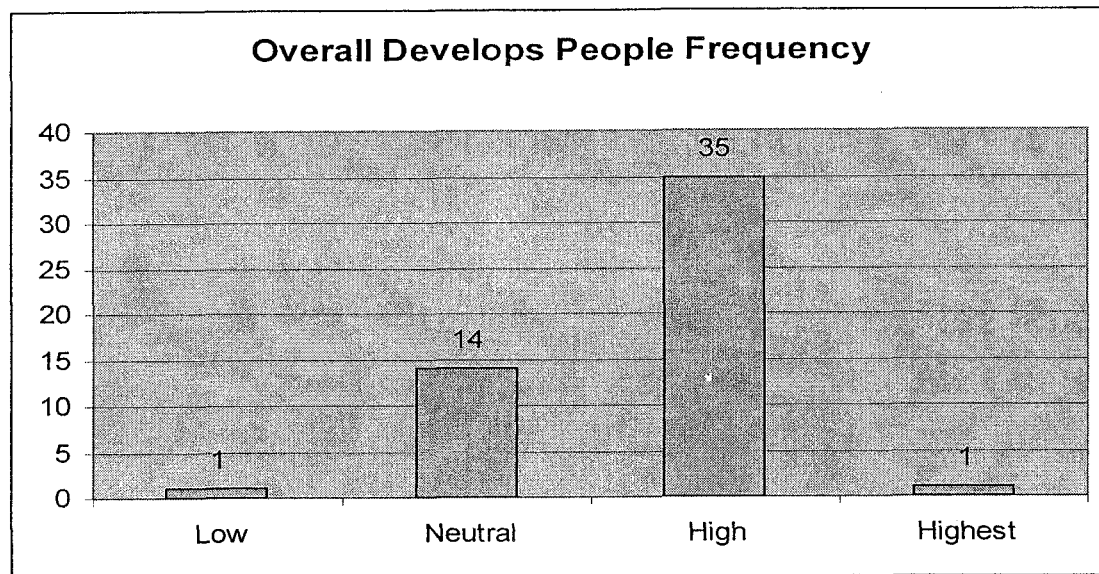


Chart 4.6.4

The chart shows that 35 of the respondents rated themselves as high, 14 neutral, 1 low and 1 highest for the overall frequency (Appendix 7.2 Table 58).

#### 4.6.5 Linear Regression Analysis

In running the linear regression between all the four (4) dimensions under the Leadership Dimension, the  $R^2$  score is 0.648 which shows that the variables for the Leadership explain around 64% of the effects on the Leadership dimension (Appendix 7.2 Table LC1).

In terms of the coefficient score, this shows the strength of each variable in impacting the Leadership variable. The score is 0.172, 0.459, 0.250 and 0.194 respectively to each of

the four (4) dimensions with reference to the Leadership variable (Appendix 7.2 Table LC3).

## **5.0 DISCUSSION**

In order to discuss the results and analysis made on the dimensions for the Leadership Competency as shown in Chapter 4. We shall begin with the limitations of the study of the leadership competency.

### **5.1 Limitations of Study**

First, a number of the studies on leadership competencies were qualitatively based as shown in the study by Wagner et. al , 2004, Garman, 2006 and Comey, 2004 which were based on what leaders believed the competencies that a leader should have. In addition, different industries have different set of leadership competencies that they think the leaders should have (Perdue et.al ,2002).

In addition, a number of limitations to the study have been identified:-

1. The study on leadership competencies is very huge and the number of determinants to varies from industry to industry. Therefore, we have limited our study to a finite number of determinants and just conduct an exploratory research.
2. The study is limited only to the E1 and E2 executives in MTBE Malaysia Sdn Bhd and does not represent the whole structure of leaders in an organization. It also did not represent the whole oil and gas industry in terms of leadership competencies.
3. Does not include the behavioral aspects of the executives where the self perception of their level of competency in each dimension is not being studied.

4. It is not a benchmarking exercise between all oil and gas industry in Malaysia, where the results of the study is not being compared with existing results if any of other oil and gas industry in terms of leadership competencies.
5. Does not cover the expectation of the Management with regards to the level of leadership competencies required for all the executives in the company.
6. Not intended to compare results with any competitors in terms of leadership competencies for its executives.
7. Limitation of reference. Researcher had only found a few references on the study of leadership competencies in oil and gas industry in Malaysia. Most of the references are studies on leadership competencies in other industries and outside of Malaysia.
8. The study does not make a reference between the demographics (e.g. gender, age and Years of Service) data obtained and the level of Leadership Competencies for the executives.

## **5.2 Level of Leadership Competencies for E1 and E2 Executives**

The leadership competency has been divided into four (4) dimensions namely Behaves as Owner, Outperforms, Inspire Followers and Develops People.

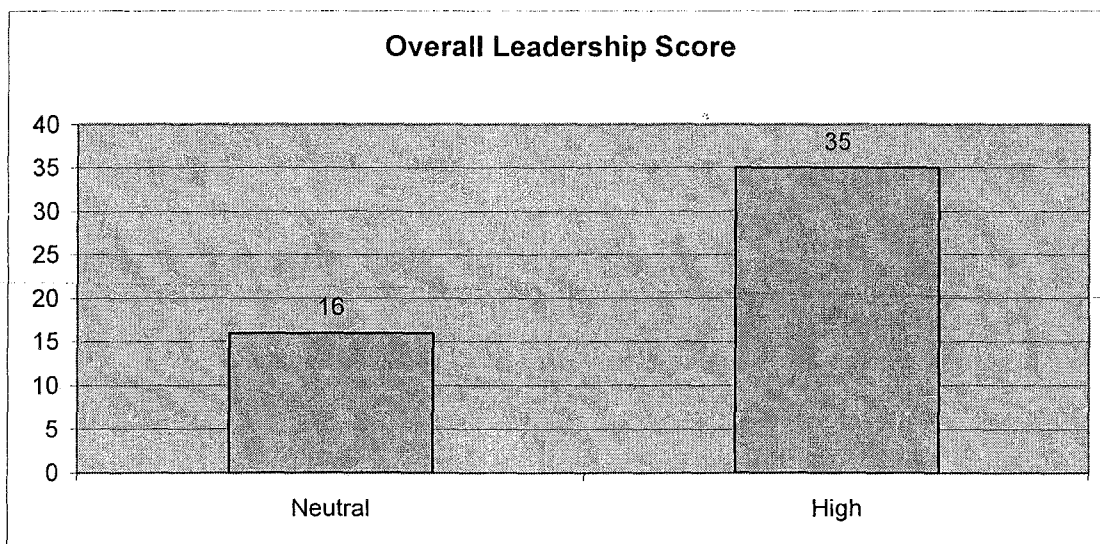
For the first dimension, Behaves as Owner, 73%.(37) scored themselves at Rating 3 or Neutral, 27% at Rating 4 (14) with none for rating 1,2 or 5 (highest). (Appendix 7.2 Table 55)

For the second dimension, Outperforms, 19.6% (10) rated themselves 3, 78.4% (40) rated themselves 4 or high, and 2% (1) rated himself/herself as 5. (Appendix 7.2 Table 56)

For the third dimension, Inspire Followers, 16% (8) rated themselves 3, 73% (37) rated themselves at 4 and 11% (6) rated themselves with the highest rating of 5. (Appendix 7.2 Table 57)

For the final dimension, Develops People, 2% (1) rated himself/herself at 2, 27% (14) at rating 3, 69% (35) at rating 4 and 2% (1) at rating 5. (Appendix 7.2 Table 58)

Overall, the score for all the leadership dimensions when combined is as per the chart below:-



31% (16) of the respondents rated themselves as having Level 3 in terms of being a competent leader and 69% rated themselves as having Level 4 (high) in terms of being a competent leader Appendix 7.2 Table 59).

As mentioned earlier in this project, the objective does not cover why the level of competency is at such level. Rather, it provides the general observation how the E1 and E2 executives in MTBE rated themselves as being a competent leader. However, the

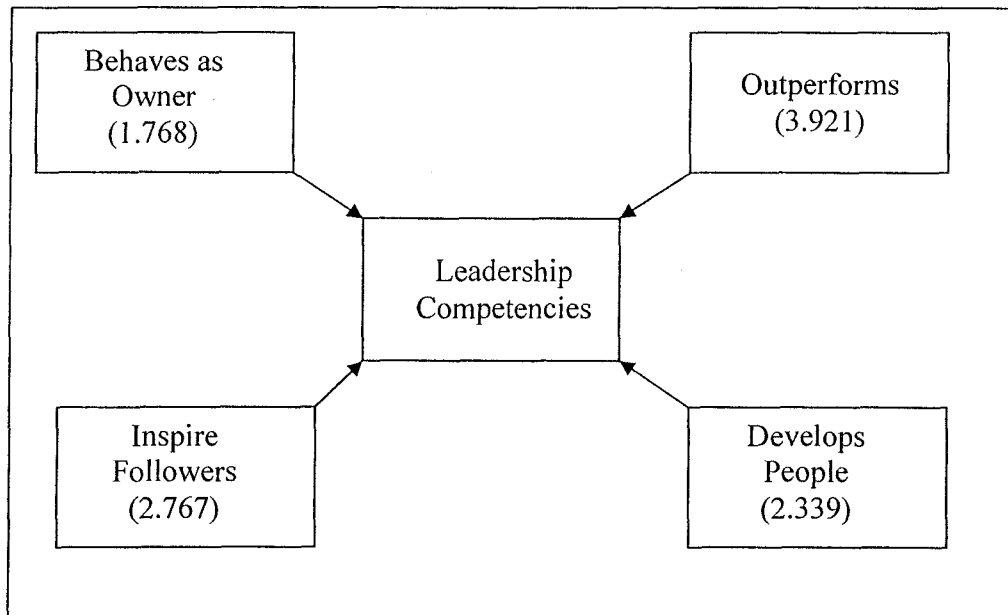
score shows that a majority of the executives feels that they are competent in meeting the requirements of leadership for the company.

### **5.3 Significance of the Leadership Dimensions and Leadership Competency**

In running the linear regression between all the four (4) dimensions under the Leadership Dimension, the  $R^2$  score is 0.648 (Appendix 7.2 Table LC1) which shows that the variables for the Leadership explain around 64% of the effects on the Leadership dimension. The F value for all the independent variables is 21.186 (Appendix 7.2 Table LC2) which is significant.

In terms of the coefficient score, this shows the strength of each variable in impacting the Leadership variable. The t-values are 1.768, 3.921, 2.767 and 2.339 (Appendix 7.2 Table LC3) respectively to each of the four (4) dimensions with reference to the Leadership variable. It shows that Behaves as Owner, Outperforms, Inspire Followers and Develops People contributes to the Leadership Competencies variable.





In terms of ranking Outperforms is first followed by Inspire Followers, Develops People and Behaves as Owner.

Recapping the hypotheses generated earlier in the Literature Review chapter is :-

H1: There is a significant correlation between Leadership Competencies and ‘Develops People’.

The linear regression analysis conducted between Leadership Competencies and Develops People shows that the  $R^2$  value is 0.247 (Appendix 7.2 Table DPL1). This shows that the impact of change of Develops People variable affects 24% of the Leadership Competencies.

H2: There is a significant correlation between Leadership Competencies and ‘Behaves as Owner’.

The linear regression analysis conducted between Leadership Competencies and Behaves as Owner shows that the  $R^2$  value is 0.173 (Appendix 7.2 Table BVL1). This shows that the impact of change of Behaves as Owner variable affects 17% of the Leadership Competencies.

H3: There is a significant correlation between Leadership Competencies and 'Outperforms'.

The linear regression analysis conducted between Leadership Competencies and Outperforms shows that the  $R^2$  value is 0.498 (Appendix 7.2 Table OPL1). This shows that the impact of change of Outperforms variable affects 49% of the Leadership Competencies.

H4: There is a significant correlation between Leadership Competencies and 'Inspires Followers'.

The linear regression analysis conducted between Leadership Competencies and Inspires Followers shows that the  $R^2$  value is 0.356 (Appendix 7.2 Table IPL1). This shows that the impact of change of Inspires Followers variable affects 35% of the Leadership Competencies.

H5: There is a significant correlation between Leadership Competencies with Behaves as Owner, Outperforms, Inspire Followers and Develop Others.

The linear regression analysis conducted between Leadership Competencies and Behaves as Owner, Outperforms, Inspires Followers and Develop Others shows that the R Square value is 0.648 (Appendix 7.2 Table LC1).

The analysis has shown that there is a relationship between Leadership Competencies and Behaves as Owner, Outperforms, Inspire Followers and Develops People. However, each dimension has varying degree of effect to the Leadership Competencies. Referenced studies have shown that the sub-factors used under each dimensions is in line with the identified leadership competencies. However, the R Square value is not quite significant ranging from 0.173 to 0.498 for each individual dimension.

## **6.0 SUMMARY AND CONCLUSION**

In summary, the study conducted showed that a majority of the executives feels they are competent as a leader in the organization. A total score of 69% (35) executives rated themselves high in terms of being a competent leader in the organization (Appendix 7.2 Table 59).

In terms of the relationship between the four (4) Leadership Dimensions i.e. Behaves as Owner, Outperforms, Inspire Followers and Develops People, the study shows that there is a relationship between the dimensions and the Leadership Competencies. This concurs with study by Guillory, 2007, Jokinen, 2005, McShane and Von Glinow, 2005, Abraham et. al, 2001, Wagner et. al, 2004 and Comey, 2004 that Leadership Competencies comprises of all the factors underlying the Behaves as Owner, Outperforms, Inspire Followers and Develops People dimensions. However, the studies conducted did not specify how significant the relationship between the dimensions of leadership and the leadership competencies is.

In terms of the significance of each leadership dimension identified in the study, it seems that the Outperforms dimension has the most significant impact to the Leadership Competencies. The sub factors under this dimension are Achievement Orientation, Business Awareness, Teamwork, Influencing Others and Relationship Building which seems to concur with a number of studies mentioned earlier. For the rest of the dimensions namely Behaves as Owners, Inspires Followers and Develops People there seem not be a significant relationship to the leadership competencies.

In conclusion, the study has shown that there is a relationship between Leadership Competencies and the Leadership Dimensions used by the organization. However, the significance of each dimension to the Leadership Competencies is not profound. Only the Outperforms dimensions show a large  $R^2$  value compared to the rest. The organization may need to rethink and re-strategize if necessary, which Leadership Dimension that they would want their executives to be proficient in and also maybe to limit the number of dimensions that their executives needs to be competent in. This is as a study by Perdue, 2002 shows that different set of competencies are needed for the various roles in an organization.

## 7.0 APPENDICES

### 7.1 QUESTIONNAIRE FORM



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#### A) Demographics

Please tick (✓) your answer in the box provided.

1. Gender

- i. Male
- ii. Female


2. Department

- i. Human Resource & Admin
- ii. Technical Services
- iii. Procurement
- iv. Finance
- v. MTBE Asset
- vi. PPM Asset
- vii. PDH Asset
- viii. Maintenance
- ix. Operational Performance Improvement
- Others (Please Specify) \_\_\_\_\_

3. Current Salary Grade

- i. E1
- ii. E2


4. Age

- i. <= 30 Years Old
- ii. 31 to 40 Years Old
- iii. > 40 Years Old


5. How long have you been a PETRONAS Executive?

- i. < 1 year
- ii. 2-5 years
- iii. 5-7 years
- iv. > 7 years


B) Dimension of Leadership Competencies for E1 and E2.

Please circle (O) that best answers each question below: The questions are meant to gauge your level for each of the Leadership Competencies for E1 and E2 in MMSB/PPMSB.

		Lowest	Low	Neutral	High	Highest
<b>I) Behaves as Owner</b>						
B1	To what extend do you align your behavior with the needs, priorities and goals of the organization.	1	2	3	4	5
B2	To what extend do you believe in the organization's business agenda and takes pride on the organization's achievement and cultures.	1	2	3	4	5
B3	What level do you think you are at in going beyond the basic demands of the job to help other people and support the business?	1	2	3	4	5
B4	What level do you think you are at in making choices that meets organizational needs rather than your own interests?	1	2	3	4	5
B5	To what level are you concern about organization's sustainability?	1	2	3	4	5
B6	At which level do you think you would step up to opportunities and takes initiative to promote business growth?	1	2	3	4	5

		Lowest	Low	Neutral	High	Highest
<b>II) Outperforms</b>						
<b>a) Achievement Orientation</b>						
OA1	At which level are you in adapting quickly to changing conditions and workload?	1	2	3	4	5
OA2	At which level are you in balancing the drive between personal recognition and credit and team harmony?	1	2	3	4	5
OA3	At which level are you in being motivated, ambitious, results oriented, displays a sense of urgency and is aware of own strengths and limitations?	1	2	3	4	5
OA4	At which level are you in maintaining a positive view in the face of setbacks and failure?	1	2	3	4	5
OA5	At which level are you in rising to meet the challenge of demanding or difficult situations?	1	2	3	4	5
OA6	At which level are you in showing stamina, energy and determination in achieving high standards of performance?	1	2	3	4	5
OA7	At which level are you in taking setbacks as a challenges and learning opportunities and actively seeks feedback for improvement?	1	2	3	4	5
<b>b) Business Awareness</b>						
OB1	Considers all available and relevant information when making a business decision.	1	2	3	4	5
OB2	Contributes to value creation through idea generation.	1	2	3	4	5
OB3	Evaluates and creates contingency plans when taking risks.	1	2	3	4	5
OB4	Grasp complexity and sees the connection to other related problems or issues.	1	2	3	4	5
OB5	Makes effective decisions based on sound and rational commercial	1	2	3	4	5



	reasoning.					
OB6	Understands the commercial/financial drivers of the business.	1	2	3	4	5

		Lowest	Low	Neutral	High	Highest
<b>c) Teamwork</b>						
OC1	Encourages a cooperative team atmosphere/spirit.	1	2	3	4	5
OC2	Helps one another towards achieving shared goals and shows concerns and compassion towards others.	1	2	3	4	5
OC3	Sets an example of good teamwork through own actions.	1	2	3	4	5
OC4	Shows a willingness to learn from others, respects their strengths and limitations, genuinely valuing their participation, input and expertise.	1	2	3	4	5
OC5	Supports the team's decisions even if not in full agreement.	1	2	3	4	5
<b>d) Influencing Others</b>						
OD1	Delivers clear, convincing and well organized presentations.	1	2	3	4	5
OD2	Projects a credible and positive image.	1	2	3	4	5
OD3	Shows poise even in highly visible and adversarial situations.	1	2	3	4	5
OD4	Uses different type of strategies to influence others.	1	2	3	4	5
OD5	Works through conflicts and negotiates to "win-win" situations.	1	2	3	4	5
<b>e) Relationship Building</b>						
OE1	Builds and maintains an active network of relationships inside and outside of the organization	1	2	3	4	5
OE2	Constantly looks for opportunities to make useful new contacts	1	2	3	4	5

OE3	Relates well to people at all levels	1	2	3	4	5
OE4	Sees relationship, networking and rapport as a fundamental business/operational resources	1	2	3	4	5

		Lowest	Low	Neutral	High	Highest
<b>III) Inspire Followers</b>						
<b>a) Strategic Orientation</b>						
IA1	Contributes to the setting of overall business objectives and strategies relevant to own work unit.	1	2	3	4	5
IA2	Demonstrates an understanding of PETRONAS business within the context of industry.	1	2	3	4	5
IA3	Develops clear, practical approaches to meet future objectives	1	2	3	4	5
IA4	Makes effort that own work supports organizational objectives	1	2	3	4	5
IA5	Take responsibility of the consequences and impact of actions	1	2	3	4	5
<b>b) Upholding Values</b>						
IB1	Accepts responsibility for own actions, including mistakes and problems, and takes corrective action(s)	1	2	3	4	5
IB2	Acts in a way that is consistent with both personal and organizational values	1	2	3	4	5
IB3	Considers ethical issues when making decisions	1	2	3	4	5
IB4	Maintains high ethical and professional standards without being overly rigid or inflexible	1	2	3	4	5
IB5	Treats others with respect and honesty	1	2	3	4	5

		Lowest	Low	Neutral	High	Highest
<b>IV) Develops People</b>						
D1	At what level do you think you are in terms of actively seeking feedback for developing yourself?	1	2	3	4	5
D2	At what level do you think you are in setting your priorities and behavior in self development?	1	2	3	4	5
D3	At what level do you think you are in inspiring others to meet or exceed organizational goals?	1	2	3	4	5
D4	At what level are you in terms of managing performance and development of others in an objective way?	1	2	3	4	5
D5	At what level are you in terms of providing constructive feedback to others?	1	2	3	4	5
D6	At what level are you in terms of taking responsibility for your own personal and professional development?	1	2	3	4	5

**THANK YOU FOR RESPONDING!**

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## 7.2 SPSS RESULTS

### DEMOGRAPHICS

**Table 1**

#### Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	36	70.6	70.6	70.6
	Female	15	29.4	29.4	100.0
	Total	51	100.0	100.0	

**Table 2**

#### Dept

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HRGA	4	7.8	7.8	7.8
	TSD	5	9.8	9.8	17.6
	Procurement	6	11.8	11.8	29.4
	Finance	5	9.8	9.8	39.2
	MTBE Asset	4	7.8	7.8	47.1
	PPM Asset	6	11.8	11.8	58.8
	PDH Asset	4	7.8	7.8	66.7
	Maintenance	7	13.7	13.7	80.4
	OPI	7	13.7	13.7	94.1
	Others	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

**Table 3**

#### Grade

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	E1	29	56.9	56.9	56.9
	E2	22	43.1	43.1	100.0
	Total	51	100.0	100.0	

**Table 4**

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <=30 Years Old	26	51.0	51.0	51.0
31 to 40 Years Old	17	33.3	33.3	84.3
> 40 Years Old	8	15.7	15.7	100.0
Total	51	100.0	100.0	

**Table 5**

Years of Service

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 1 Year	5	9.8	9.8	9.8
2 to 5 Years	16	31.4	31.4	41.2
5 to 7 Years	10	19.6	19.6	60.8
> 7 Years	20	39.2	39.2	100.0
Total	51	100.0	100.0	

**DEVELOPS PEOPLE****Frequency Table****Table 6**

D1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Lowest	1	2.0	2.0	2.0
Low	1	2.0	2.0	3.9
Neutral	17	33.3	33.3	37.3
High	27	52.9	52.9	90.2
Highest	5	9.8	9.8	100.0
Total	51	100.0	100.0	

**Table 7****D2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	14	27.5	27.5	31.4
	High	31	60.8	60.8	92.2
	Highest	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

**Table 8****D3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	3	5.9	5.9	5.9
	Neutral	20	39.2	39.2	45.1
	High	27	52.9	52.9	98.0
	Highest	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 9****D4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	19	37.3	37.3	41.2
	High	28	54.9	54.9	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 10****D5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	3	5.9	5.9	5.9
	Neutral	20	39.2	39.2	45.1
	High	26	51.0	51.0	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 11****D6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	3	5.9	5.9	5.9
	Neutral	11	21.6	21.6	27.5
	High	30	58.8	58.8	86.3
	Highest	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

## BEHAVES AS OWNER

### Frequencies

Statistics

		B1	B2	B3	B4	B5	B6
N	Valid	51	51	51	51	51	51
	Missing	0	0	0	0	0	0

### Frequency Table

Table 12

B1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	12	23.5	23.5	23.5
	High	37	72.5	72.5	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

Table 13

B2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	4	7.8	7.8	11.8
	High	37	72.5	72.5	84.3
	Highest	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

Table 14

B3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	13	25.5	25.5	25.5
	High	34	66.7	66.7	92.2
	Highest	4	7.8	7.8	100.0
	Total	51	100.0	100.0	



**Table 15****B4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	15	29.4	29.4	33.3
	High	29	56.9	56.9	90.2
	Highest	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

**Table 16****B5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	10	19.6	19.6	21.6
	High	29	56.9	56.9	78.4
	Highest	11	21.6	21.6	100.0
	Total	51	100.0	100.0	

**Table 17****B6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	15	29.4	29.4	33.3
	High	25	49.0	49.0	82.4
	Highest	9	17.6	17.6	100.0
	Total	51	100.0	100.0	

## OUTPERFORMS

### Frequency Table

Table 18

OA1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	8	15.7	15.7	17.6
	High	39	76.5	76.5	94.1
	Highest	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Table 19

OA2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	13	25.5	25.5	27.5
	High	34	66.7	66.7	94.1
	Highest	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Table 20

OA3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	15	29.4	29.4	31.4
	High	30	58.8	58.8	90.2
	Highest	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

Table 21

OA4

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	16	31.4	31.4	35.3
	High	33	64.7	64.7	100.0
	Total	51	100.0	100.0	

**Table 22****OA5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	15	29.4	29.4	31.4
	High	34	66.7	66.7	98.0
	Highest	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 23****OA6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	15	29.4	29.4	31.4
	High	33	64.7	64.7	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 24****OA7**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	31.4	31.4	31.4
	High	33	64.7	64.7	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 25****OB1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	16	31.4	31.4	33.3
	High	32	62.7	62.7	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 26****OB2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	16	31.4	31.4	33.3
	High	32	62.7	62.7	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 27****OB3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	31.4	31.4	31.4
	High	31	60.8	60.8	92.2
	Highest	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

**Table 28****OB4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	16	31.4	31.4	33.3
	High	34	66.7	66.7	100.0
	Total	51	100.0	100.0	

**Table 29****OB5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	16	31.4	31.4	33.3
	High	31	60.8	60.8	94.1
	Highest	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

**Table 30****OB6**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	20	39.2	39.2	43.1
	High	21	41.2	41.2	84.3
	Highest	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

**Table 31****OC1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	7.8	7.8	7.8
	High	35	68.6	68.6	76.5
	Highest	12	23.5	23.5	100.0
	Total	51	100.0	100.0	

**Table 32****OC2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.9	3.9	3.9
	High	42	82.4	82.4	86.3
	Highest	7	13.7	13.7	100.0
	Total	51	100.0	100.0	

**Table 33****OC3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	6	11.8	11.8	13.7
	High	38	74.5	74.5	88.2
	Highest	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

**Table 34****OC4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	2	3.9	3.9	3.9
	High	35	68.6	68.6	72.5
	Highest	14	27.5	27.5	100.0
	Total	51	100.0	100.0	

**Table 35****OC5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	13.7	13.7	13.7
	High	35	68.6	68.6	82.4
	Highest	9	17.6	17.6	100.0
	Total	51	100.0	100.0	

**Table 36****OD1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	23	45.1	45.1	49.0
	High	25	49.0	49.0	98.0
	Highest	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 37****OD2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	16	31.4	31.4	33.3
	High	32	62.7	62.7	96.1
	Highest	2	3.9	3.9	100.0
	Total	51	100.0	100.0	

**Table 38****OD3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	20	39.2	39.2	43.1
	High	29	56.9	56.9	100.0
	Total	51	100.0	100.0	

**Table 39****OD4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	19	37.3	37.3	37.3
	High	29	56.9	56.9	94.1
	Highest	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

**Table 40****OD5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	8	15.7	15.7	17.6
	High	34	66.7	66.7	84.3
	Highest	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

**Table 41****OE1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	9	17.6	17.6	21.6
	High	31	60.8	60.8	82.4
	Highest	9	17.6	17.6	100.0
	Total	51	100.0	100.0	

**Table 42****OE2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	4	7.8	7.8	7.8
	Neutral	10	19.6	19.6	27.5
	High	31	60.8	60.8	88.2
	Highest	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

**Table 43****OE3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	2	3.9	3.9	3.9
	Neutral	12	23.5	23.5	27.5
	High	32	62.7	62.7	90.2
	Highest	5	9.8	9.8	100.0
	Total	51	100.0	100.0	

**Table 44****OE4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	11.8	11.8	11.8
	High	34	66.7	66.7	78.4
	Highest	11	21.6	21.6	100.0
	Total	51	100.0	100.0	



## INSPIRE FOLLOWERS

### Frequency Table

Table 45

IA1

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	17	33.3	33.3	35.3
	High	27	52.9	52.9	88.2
	Highest	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

Table 46

IA2

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	31.4	31.4	31.4
	High	32	62.7	62.7	94.1
	Highest	3	5.9	5.9	100.0
	Total	51	100.0	100.0	

Table 47

IA3

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	15	29.4	29.4	31.4
	High	31	60.8	60.8	92.2
	Highest	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

**Table 48****IA4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	11	21.6	21.6	21.6
	High	32	62.7	62.7	84.3
	Highest	8	15.7	15.7	100.0
	Total	51	100.0	100.0	

**Table 49****IA5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	7	13.7	13.7	13.7
	High	34	66.7	66.7	80.4
	Highest	10	19.6	19.6	100.0
	Total	51	100.0	100.0	

**Table 50****IB1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	11.8	11.8	11.8
	High	32	62.7	62.7	74.5
	Highest	13	25.5	25.5	100.0
	Total	51	100.0	100.0	

**Table 51****IB2**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	14	27.5	27.5	27.5
	High	33	64.7	64.7	92.2
	Highest	4	7.8	7.8	100.0
	Total	51	100.0	100.0	

**Table 52****IB3**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	11.8	11.8	11.8
	High	35	68.6	68.6	80.4
	Highest	9	17.6	17.6	98.0
	33.00	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 53****IB4**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Low	1	2.0	2.0	2.0
	Neutral	7	13.7	13.7	15.7
	High	31	60.8	60.8	76.5
	Highest	12	23.5	23.5	100.0
	Total	51	100.0	100.0	

**Table 54****IB5**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	4	7.8	7.8	7.8
	High	31	60.8	60.8	68.6
	Highest	16	31.4	31.4	100.0
	Total	51	100.0	100.0	

## OVERALL FREQUENCY

**Table 55**

### Behaves\_As\_Owner

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	37	72.5	72.5	72.5
	4.00	14	27.5	27.5	100.0
	Total	51	100.0	100.0	

**Table 56**

### Outperforms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	10	19.6	19.6	19.6
	4.00	40	78.4	78.4	98.0
	5.00	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 57**

### Inspires\_Followers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	8	15.7	15.7	15.7
	4.00	37	72.5	72.5	88.2
	5.00	6	11.8	11.8	100.0
	Total	51	100.0	100.0	

**Table 58**

### Develops\_People

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.00	1	2.0	2.0	2.0
	3.00	14	27.5	27.5	29.4
	4.00	35	68.6	68.6	98.0
	5.00	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

**Table 59**

**Leadership**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3.00	16	31.4	31.4	31.4
	4.00	35	68.6	68.6	100.0
	Total	51	100.0	100.0	

## LINEAR REGRESSION

### DEVELOPS PEOPLE

#### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	D6, D3, D1, D5, D2, D4(a)		Enter

a All requested variables entered.

b Dependent Variable: Develops\_People

Table DP1

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844(a)	.713	.674	.30848

a Predictors: (Constant), D6, D3, D1, D5, D2, D4

b Dependent Variable: Develops\_People

Table DP2

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.401	6	1.734	18.217	.000(a)
	Residual	4.187	44	.095		
	Total	14.588	50			

a Predictors: (Constant), D6, D3, D1, D5, D2, D4

b Dependent Variable: Develops\_People

**Table DP3**

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B		Std. Error	Beta		
1	(Constant)	.360	.333			1.081	.286
	D1	.201	.072	.285		2.786	.008
	D2	.097	.088	.120		1.105	.275
	D3	.173	.087	.206		1.988	.053
	D4	.176	.100	.207		1.748	.087
	D5	.095	.084	.119		1.132	.264
	D6	.178	.077	.246		2.312	.026

a. Dependent Variable: Develops\_People

**Residuals Statistics(a)**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.2651	4.5116	3.7059	.45610	51
Std. Predicted Value	-3.159	1.767	.000	1.000	51
Standard Error of Predicted Value	.058	.202	.108	.038	51
Adjusted Predicted Value	2.3951	4.5030	3.7105	.46064	51
Residual	-.49663	.51295	.00000	.28938	51
Std. Residual	-1.610	1.663	.000	.938	51
Stud. Residual	-2.128	1.786	-.006	1.037	51
Deleted Residual	-.86783	.59173	-.00458	.35739	51
Stud. Deleted Residual	-2.221	1.833	-.003	1.050	51
Mahal. Distance	.775	20.406	5.882	4.744	51
Cook's Distance	.000	.484	.037	.071	51
Centered Leverage Value	.015	.408	.118	.095	51

a. Dependent Variable: Develops\_People

## DEVELOPS PEOPLE AND LEADERSHIP

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Develops_People(a)		Enter

a All requested variables entered.

b Dependent Variable: Leadership

## TABLE DPL1

### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.497(a)	.247	.232	.41069

a Predictors: (Constant), Develops\_People

b Dependent Variable: Leadership

## TABLE DPL2

### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.716	1	2.716	16.100	.000(a)
	Residual	8.265	49	.169		
	Total	10.980	50			

a Predictors: (Constant), Develops\_People

b Dependent Variable: Leadership

## TABLE DPL3

### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
				B	Std. Error	Beta
1	(Constant)	2.087	.403		5.185	.000
	Develops_People	.431	.108	.497	4.013	.000

a Dependent Variable: Leadership



**Residuals Statistics(a)**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9503	4.2446	3.6863	.23305	51
Std. Predicted Value	-3.158	2.396	.000	1.000	51
Standard Error of Predicted Value	.066	.192	.078	.024	51
Adjusted Predicted Value	2.9363	4.2826	3.6869	.23573	51
Residual	-.81317	.61828	.00000	.40657	51
Std. Residual	-1.980	1.505	.000	.990	51
Stud. Residual	-2.006	1.548	-.001	1.009	51
Deleted Residual	-.83448	.65341	-.00058	.42255	51
Stud. Deleted Residual	-2.072	1.571	-.008	1.027	51
Mahal. Distance	.296	9.974	.980	1.596	51
Cook's Distance	.003	.068	.020	.023	51
Centered Leverage Value	.006	.199	.020	.032	51

a. Dependent Variable: Leadership

## BEHAVES AS OWNER

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	B6, B3, B1, B5, B2, B4(a)		Enter

a All requested variables entered.

b Dependent Variable: Behaves\_As\_Owner

### TABLE BV1

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.626(a)	.392	.309	.37477

a Predictors: (Constant), B6, B3, B1, B5, B2, B4

b Dependent Variable: Behaves\_As\_Owner

### TABLE BV2

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.977	6	.663	4.719	.001(a)
	Residual	6.180	44	.140		
	Total	10.157	50			

a Predictors: (Constant), B6, B3, B1, B5, B2, B4

b Dependent Variable: Behaves\_As\_Owner

TABLE BV3

## Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B		Std. Error		Beta	
1	(Constant)	1.174	.483		2.429		.019
	B1	.138	.151	.151	.915		.365
	B2	.058	.112	.082	.519		.606
	B3	.140	.124	.173	1.127		.266
	B4	-.071	.106	-.109	-.666		.509
	B5	.013	.103	.020	.126		.900
	B6	.267	.100	.460	2.674		.010

a. Dependent Variable: Behaves\_As\_Owner

## Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.7419	3.8365	3.2745	.28202	51
Std. Predicted Value	-1.888	1.993	.000	1.000	51
Standard Error of Predicted Value	.064	.233	.133	.041	51
Adjusted Predicted Value	2.5800	3.8636	3.2693	.29081	51
Residual	-.70936	.71098	.00000	.35157	51
Std. Residual	-1.893	1.897	.000	.938	51
Stud. Residual	-2.088	2.014	.006	.998	51
Deleted Residual	-.86360	.80113	.00519	.39930	51
Stud. Deleted Residual	-2.175	2.089	.009	1.012	51
Mahal. Distance	.460	18.294	5.882	4.081	51
Cook's Distance	.000	.135	.020	.025	51
Centered Leverage Value	.009	.366	.118	.082	51

a. Dependent Variable: Behaves\_As\_Owner

## BEHAVES AS OWNER AND LEADERSHIP

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Behaves_A s_Owner(a)		Enter

a All requested variables entered.

b Dependent Variable: Leadership

### TABLE BVL1

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.416(a)	.173	.156	.43050

a Predictors: (Constant), Behaves\_As\_Owner

b Dependent Variable: Leadership

### TABLE BVL2

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.899	1	1.899	10.248	.002(a)
	Residual	9.081	49	.185		
	Total	10.980	50			

a Predictors: (Constant), Behaves\_As\_Owner

b Dependent Variable: Leadership

### TABLE BVL3

#### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B			Std. Error	Beta
1	(Constant)	2.270	.446		5.086	.000
	Behaves_As_Owner	.432	.135	.416	3.201	.002

a Dependent Variable: Leadership

**Residuals Statistics(a)**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.5676	4.0000	3.6863	.19490	51
Std. Predicted Value	-.609	1.610	.000	1.000	51
Standard Error of Predicted Value	.071	.115	.083	.020	51
Adjusted Predicted Value	3.5556	3.5833	3.5676	.01395	37
Residual	-.56757	.43243	.00000	.42617	51
Std. Residual	-1.318	1.004	.000	.990	51
Stud. Residual	-1.337	1.018	.000	1.183	37
Deleted Residual	-.58333	.44444	.00000	.51620	37
Stud. Deleted Residual	-1.348	1.019	-.005	1.189	37
Mahal. Distance	.371	2.591	.980	1.001	51
Cook's Distance	.014	.025	.019	.005	37
Centered Leverage Value	.007	.052	.020	.020	51

a. Dependent Variable: Leadership

## OUTPERFORMS

**Variables Entered/Removed(b)**

Model	Variables Entered	Variables Removed	Method
1	OE4, OA3, OC5, OD4, OD1, OA4, OA6, OA2, OC2, OE1, OA1, OB3, OB4, OC3, OD2, OB6, OD5, OA5, OB2, OD3, OA7, OB5, OC4, OE3, OC1, OE2, OB1(a)		Enter

a All requested variables entered.

b Dependent Variable: Outperforms

## TABLE OP1

**Model Summary(b)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.920(a)	.846	.665	.25101

a Predictors: (Constant), OE4, OA3, OC5, OD4, OD1, OA4, OA6, OA2, OC2, OE1, OA1, OB3, OB4, OC3, OD2, OB6, OD5, OA5, OB2, OD3, OA7, OB5, OC4, OE3, OC1, OE2, OB1

b Dependent Variable: Outperforms

## TABLE OP2

**ANOVA(b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.963	27	.295	4.681	.000(a)
	Residual	1.449	23	.063		
	Total	9.412	50			

a Predictors: (Constant), OE4, OA3, OC5, OD4, OD1, OA4, OA6, OA2, OC2, OE1, OA1, OB3, OB4, OC3, OD2, OB6, OD5, OA5, OB2, OD3, OA7, OB5, OC4, OE3, OC1, OE2, OB1

b Dependent Variable: Outperforms

TABLE OP3

## Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
				B	Std. Error	Beta	
1	(Constant)	-.172	.569		.302		.766
	OA1	.029	.109	.035	.266		.793
	OA2	-.146	.093	-.197	1.564		.131
	OA3	.038	.113	.057	.338		.739
	OA4	.025	.089	.033	.280		.782
	OA5	.069	.119	.087	.584		.565
	OA6	-.035	.100	-.047	.350		.730
	OA7	-.041	.118	-.051	.351		.729
	OB1	.358	.125	.481	2.867		.009
	OB2	.132	.103	.177	1.282		.212
	OB3	.069	.115	.094	.604		.552
	OB4	-.076	.104	-.091	.725		.476
	OB5	.042	.122	.060	.347		.732
	OB6	-.041	.088	-.075	.472		.642
	OC1	-.120	.126	-.150	.951		.351
	OC2	.265	.134	.252	1.974		.060
	OC3	.001	.105	.001	.006		.995
	OC4	.174	.127	.206	1.373		.183
	OC5	-.062	.094	-.081	.667		.511
	OD1	-.107	.096	-.151	1.115		.277
	OD2	.022	.112	.029	.194		.848
	OD3	.098	.109	.131	.901		.377
	OD4	.123	.102	.165	1.197		.243
	OD5	.178	.101	.259	1.768		.090
	OE1	.127	.097	.209	1.307		.204
	OE2	-.116	.095	-.205	1.232		.230
	OE3	.105	.100	.162	1.047		.306
	OE4	-.074	.133	-.099	.559		.581

a Dependent Variable: Outperforms

Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9088	4.9225	3.8235	.39906	51
Std. Predicted Value	-2.292	2.754	.000	1.000	51
Standard Error of Predicted Value	.091	.233	.182	.037	51
Adjusted Predicted Value	2.3873	5.0002	3.8426	.56063	51
Residual	-.31452	.32820	.00000	.17024	51
Std. Residual	-1.253	1.308	.000	.678	51
Stud. Residual	-2.180	2.715	-.023	1.128	51
Deleted Residual	-1.05397	1.61270	-.01904	.50853	51
Stud. Deleted Residual	-2.394	3.221	-.016	1.193	51
Mahal. Distance	5.586	42.041	26.471	9.693	51
Cook's Distance	.000	1.211	.099	.197	51
Centered Leverage Value	.112	.841	.529	.194	51

a. Dependent Variable: Outperforms



## OUTPERFORMS AND LEADERSHIP

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Outperforms(a)		Enter

a All requested variables entered.

b Dependent Variable: Leadership

TABLE OPL1

Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706(a)	.498	.488	.33528

a Predictors: (Constant), Outperforms

b Dependent Variable: Leadership

TABLE OPL2

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.472	1	5.472	48.677	.000(a)
	Residual	5.508	49	.112		
	Total	10.980	50			

a Predictors: (Constant), Outperforms

b Dependent Variable: Leadership

TABLE OPL3

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	.771	.420			1.833	.073
	Outperforms	.763	.109	.706		6.977	.000

a Dependent Variable: Leadership

**Residuals Statistics(a)**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.0583	4.5833	3.6863	.33082	51
Std. Predicted Value	-1.898	2.712	.000	1.000	51
Standard Error of Predicted Value	.051	.137	.062	.023	51
Adjusted Predicted Value	3.0642	4.7000	3.6892	.33515	51
Residual	-.82083	.17917	.00000	.33191	51
Std. Residual	-2.448	.534	.000	.990	51
Stud. Residual	-2.477	.541	-.004	1.007	51
Deleted Residual	-.84009	.18337	-.00291	.34376	51
Stud. Deleted Residual	-2.621	.537	-.024	1.050	51
Mahal. Distance	.165	7.353	.980	1.649	51
Cook's Distance	.002	.363	.018	.054	51
Centered Leverage Value	.003	.147	.020	.033	51

a. Dependent Variable: Leadership

## INSPIRE FOLLOWERS

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	IB5, IA2, IB3, IA1, IB4, IA4, IB1, IA5, IB2, IA3(a)		Enter

a All requested variables entered.

b Dependent Variable: Inspires\_Followers

## TABLE IP1

### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.892(a)	.796	.745	.26661

a Predictors: (Constant), IB5, IA2, IB3, IA1, IB4, IA4, IB1, IA5, IB2, IA3

b Dependent Variable: Inspires\_Followers

## TABLE IP2

### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.078	10	1.108	15.586	.000(a)
	Residual	2.843	40	.071		
	Total	13.922	50			

a Predictors: (Constant), IB5, IA2, IB3, IA1, IB4, IA4, IB1, IA5, IB2, IA3

b Dependent Variable: Inspires\_Followers

TABLE IP3

## Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Si g.
		B		Std. Error		Beta	
1	(Constant)	-.489	.411		-1.190		.241
	IA1	.070	.072	.091	.973		.336
	IA2	.188	.092	.200	2.050		.047
	IA3	.271	.100	.322	2.715		.010
	IA4	.061	.091	.071	.671		.506
	IA5	.107	.099	.117	1.078		.288
	IB1	-.043	.094	-.049	-.462		.646
	IB2	.078	.104	.084	.757		.454
	IB3	.004	.011	.031	.368		.715
	IB4	.237	.085	.303	2.793		.008
	IB5	.165	.082	.183	2.000		.052

a. Dependent Variable: Inspires\_Followers

## Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.9221	4.8596	3.9608	.47071	51
Std. Predicted Value	-2.207	1.910	.000	1.000	51
Standard Error of Predicted Value	.053	.266	.117	.041	51
Adjusted Predicted Value	2.9057	12.2931	4.1136	1.25952	51
Residual	-.52160	.65472	.00000	.23846	51
Std. Residual	-1.956	2.456	.000	.894	51
Stud. Residual	-2.797	2.717	-.036	1.100	51
Deleted Residual	-8.29312	.80156	-.15278	1.20493	51
Stud. Deleted Residual	-3.080	2.971	-.034	1.144	51
Mahal. Distance	.988	48.615	9.804	7.693	51
Cook's Distance	.000	87.253	1.742	12.213	51
Centered Leverage Value	.020	.972	.196	.154	51

a. Dependent Variable: Inspires\_Followers

## INSPIRES FOLLOWERS AND LEADERSHIP

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Inspires_Followers(a)		Enter

a All requested variables entered.

b Dependent Variable: Leadership

### TABLE IPL1

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596(a)	.356	.342	.38001

a Predictors: (Constant), Inspires\_Followers

b Dependent Variable: Leadership

### TABLE IPL2

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.904	1	3.904	27.037	.000(a)
	Residual	7.076	49	.144		
	Total	10.980	50			

a Predictors: (Constant), Inspires\_Followers

b Dependent Variable: Leadership

### TABLE IPL3

#### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.589	.407		3.905	.000
	Inspires_Followers	.530	.102	.596	5.200	.000

a Dependent Variable: Leadership

**Residuals Statistics(a)**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.1775	4.2366	3.6863	.27944	51
Std. Predicted Value	-1.821	1.969	.000	1.000	51
Standard Error of Predicted Value	.053	.118	.070	.028	51
Adjusted Predicted Value	3.1941	4.2621	3.6908	.28079	51
Residual	-.70704	.29296	.00000	.37619	51
Std. Residual	-1.861	.771	.000	.990	51
Stud. Residual	-1.879	.779	-.006	1.003	51
Deleted Residual	-.72126	.29885	-.00449	.38638	51
Stud. Deleted Residual	-1.931	.775	-.015	1.017	51
Mahal. Distance	.006	3.879	.980	1.607	51
Cook's Distance	.006	.036	.014	.011	51
Centered Leverage Value	.000	.078	.020	.032	51

a. Dependent Variable: Leadership

## LEADERSHIP COMPETENCY

### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	Develops_People, Behaves_As_Owner, Inspires_Followers, Outperforms(a)		Enter

a All requested variables entered.

b Dependent Variable: Leadership

### TABLE LC1

#### Model Summary(b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.805(a)	.648	.618	.28980

a Predictors: (Constant), Develops\_People, Behaves\_As\_Owner, Inspires\_Followers, Outperforms

b Dependent Variable: Leadership

### TABLE LC2

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.117	4	1.779	21.186	.000(a)
	Residual	3.863	46	.084		
	Total	10.980	50			

a Predictors: (Constant), Develops\_People, Behaves\_As\_Owner, Inspires\_Followers, Outperforms

b Dependent Variable: Leadership

TABLE LC3

## Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
				B		Std. Error	Beta
1	(Constant)	-.343	.449	-.764		.448	
	Behaves_As_Owner	.172	.097	.166	1.768	.084	
	Outperforms	.459	.117	.425	3.921	.000	
	Inspires_Followers	.250	.090	.282	2.767	.008	
	Develops_People	.194	.083	.223	2.339	.024	

a. Dependent Variable: Leadership

## Residuals Statistics(a)

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6898	4.6686	3.6863	.37728	51
Std. Predicted Value	-2.641	2.604	.000	1.000	51
Standard Error of Predicted Value	.059	.142	.088	.023	51
Adjusted Predicted Value	2.5920	4.8298	3.6937	.38634	51
Residual	-.66863	.40693	.00000	.27797	51
Std. Residual	-2.307	1.404	.000	.959	51
Stud. Residual	-2.570	1.467	-.012	1.021	51
Deleted Residual	-.82984	.44388	-.00739	.31581	51
Stud. Deleted Residual	-2.747	1.486	-.025	1.048	51
Mahal. Distance	1.062	11.007	3.922	2.507	51
Cook's Distance	.000	.319	.028	.055	51
Centered Leverage Value	.021	.220	.078	.050	51

a. Dependent Variable: Leadership



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